

OVERSEAS NEWS

Uneasy calm as S. African police patrol townships

BY JIM JONES IN JOHANNESBURG

AN UNEASY, calm settled on South Africa's black townships yesterday after two days of violence in which at least 26 people were killed and about 200 injured. Yesterday sporadic incidents of stone throwing and looting broke the quiet as police patrolled the streets of townships 40 miles south of Johannesburg. However, the arson and rioting of Monday were not repeated.

Relations strained in Israeli finance crisis

BY DAVID LENNON IN TEL AVIV

ISRAEL'S economic disarray, evident in ever more depressing statistics, has now spread to the Treasury and Bank of Israel who were at each other's throats yesterday over the way to deal with the crisis. Relations between the central bank and the Treasury have seldom been as strained as at present. This reflects growing tension in economic circles over the delays in forming a new government and the inability of the interim government to implement a comprehensive policy to halt the economic decline.

Lebanese Cabinet names replacement for Gemayel

BY NORA BOUSTANY

LEBANON'S National Unity Cabinet yesterday appointed a replacement for Mr Pierre Gemayel, head of the Phalangist Party, and one of the country's prominent Christian leaders, who died of a heart attack last week. The Cabinet named Mr Joseph Hachem, director of Voice of Lebanon, the radio station of the Phalange Party as Mr Gemayel's successor as Minister of Health, Post, Telegraph and Communication and the representative of the party.

U.S.-Iran claims tribunal awards record damages

BY A. H. HERMANN, LEGAL CORRESPONDENT

IN ITS biggest award yet, the U.S.-Iran Claims Tribunal in The Hague decided that R. J. Reynolds Tobacco Company should be paid over \$49m as damages for money owed to it but not paid by the Iranian Tobacco Company. The money will be paid out of the revolving fund of over \$1bn held in the Netherlands under the Algerian Declarations, embodying the agreement reached in connection with the release of the U.S. embassy hostages three years ago.

Death toll mounts in Afghanistan offensive

By Mohamed Aftab in Islamabad

AN IMPORTANT offensive by Soviet and Afghan troops against anti-Marxist rebels is under way in several of Afghanistan's provinces. Pakistan's military regime is watching with concern the build-up of Soviet troops in two provinces—Paktia and Ghazni—close to the Pakistani border. Hundreds of people have been killed in the new round of fighting according to diplomats in Islamabad. Two western embassies in the Pakistani capital said yesterday that at least 100 Soviet troops were killed in a guerrilla ambush on a Russian road on the main highway to the Soviet Union.

Date set for Andhra Pradesh assembly

By John Elliott in New Delhi

THE POLITICAL row in India over the dismissal of former Chief Minister N. T. Rama Rao as chief minister in the state of Andhra Pradesh will come to a head next Tuesday when the State Assembly has been summoned to meet. Mr Rama Rao was replaced on August 16 by Mr Bhaskara Rao, his former Finance Minister, who claimed he had enough support within their regional Telugu Desam Party to take over as Chief Minister and form a government. This was backed by the local Congress Party of Mrs Indira Gandhi, Prime Minister, and by the state's governor. The governor refused Mr Rama Rao's request for an immediate meeting of the assembly to test the two groups' strengths.

Sri Lanka navy boat kills eight guerrillas

By Mervyn de Silva in Colombo

A SRI LANKA navy patrol killed at least eight separatist guerrillas in a boat off the country's northern coast last night, the Defence Ministry said. The boat was said to contain 488 detonators, 57 guns, ammunition, two video cassettes on guerrilla warfare, books on Marxism and about 10,000 political pamphlets. The arms were later discovered to have come from India. Mr V. W. Prabhakoram, leader of the Tamil Tigers, the main Madras-based Tamil rebel organisation, is believed to have been killed in the incident, which occurred a few miles off sea from Point Pedro. Four police commandos were killed and seven injured in a land mine explosion at Point Pedro on Saturday. A senior Sri Lanka government official resigned yesterday after making a controversial visit to Israel, with which Sri Lanka has no diplomatic relations. The presidential secretary said President Junius Jayewardene had accepted the resignation of Mr Douglas Lyanage, secretary to the Information Ministry.

Philippines PM joins row over presidential power

BY EMILIA TAGAZA IN MANILA

THE controversy in the Philippines over President Ferdinand Marcos' law-making power came to a head yesterday when Mr Cesar Virata, the soft-spoken Prime Minister and Finance Minister, said in public there was a need to re-think the constitution and political structures of the country. The decree-making power has been the key to Mr Marcos' one-man rule, using it independently of his Cabinet, of his political party and of the National Assembly, the legislative body. He has also used it to pre-empt all types of opposition to his rule.

Jurek Martin and Ann Charters on the historic visit of the S. Korean president to Japan

Hirohito's chance to exorcise bitter memories

JAPAN and South Korea are alive with anticipation and nervousness over the official visit to Tokyo by President Chun Doo Hwan, which begins tomorrow. The visit is the first by a Korean head of government since the end of Japanese colonial rule 39 years ago, which followed centuries of bitter relations between the two. Both governments have spoken of the need to forget the past but first it needs to be symbolically exorcised. The most important single event on President Chun's agenda is his session with Emperor Hirohito and the precise words the Emperor chooses to refer to the Japanese colonialisation of Korea between 1910 and 1945. For the Korean people, with their fierce sense of national pride, Japanese rule was much more than a military occupation. It was also an attempt at cultural subjugation, which went as far as banning, at one stage, the Korean language, forcing Koreans to adopt Japanese names and mandatory worship at Japanese shinto shrines. The feeling of rancour is all the more intense because Koreans still firmly believe that Japan owes so much culturally to them; they point to Japanese import over the centuries of such disparate commodities as

called Amendment 6 of the constitution. Mr Virata told a 'big group of private businessmen that "Some amendments are not harmonious with other parts of the constitution," and that the people themselves must decide what political system fits them. The decree-making power has been the key to Mr Marcos' one-man rule, using it independently of his Cabinet, of his political party and of the National Assembly, the legislative body. He has also used it to pre-empt all types of opposition to his rule. Mr Virata's political remark before the business group is also significant because it underlines the cracks now showing in the ruling KBL party. Mr Marcos, who used to decide on issues and evolve policies unilaterally, is now faced with a

growing number of party members who are either dissenting or showing independence from the presidential line. Amendment 6 has been the cause of much wrangling and debate. Last week, the president was forced to reverse two recent presidential decrees, after some Cabinet and party members registered their strong opposition to the decrees.

Domestic capital investment by Japan's private sector companies is likely to increase 18.5 per cent this financial year, the sharpest rise since 1980, according to a survey conducted by the economic and industrial research department of the Japan Development Bank, Robert Cottrell writes from Tokyo. The survey, based on responses from 1,872 large Japanese corporations, indicates that for the financial year beginning April 1 1984, capital investment by the manufacturing sector is likely to rise 17.1 per cent over 1983. The strongest growth in manufacturing sector investment comes from large capacity expansions by electronics companies, says the survey.

him down to the political arena. But the biggest political danger for Mr Yasuhiro Nakasone, the Prime Minister, would come if something were to happen to President Chun while in Japan. With memories still fresh of last year's Rangoon bombing atrocity, presumed to be the work of North Korean agents, security in Tokyo is tighter than at any time in living memory.

Confucian philosophy, the art of fine ceramics and basic printing technology; modern Korean historians even maintain that the Japanese occupation directly led to the division of the peninsula into North and South. At the very least, they expect the Emperor to use words which they can construe as an apology. For the Japanese, equally proud but usually more pragmatically willing to bury the past with minimal rites, what the Emperor says is also important. Too fulsome an apology would not sit well in a country which tends to look down on Koreans, still derisively described in conversation as "garlic eaters," and which practises degrees of discrimination against the 700,000 Koreans living in Japan. Probably the biggest recent shock to the Japanese national psyche occurred when Seoul of all places was awarded the 1988 Olympic Games over Nagoya.

The Japanese political Left is officially opposing the visit, partly because of historical connections with North Korea and partly because it sees President Chun as just another Korean autocrat whose perceived disregard of civil liberties renders him an unworthy recipient of an imperial ma culpa. The noisy Right feels that the Emperor's dignity would be harmed by dragging

Mr Nakasone's first overseas visit as Prime Minister was to South Korea, in January 1983, and it was followed later in the year by conclusion of the agreement whereby Japan is providing South Korea with a multi-billion dollar six year financial assistance package. South Korea is now less satisfied with other aspects of the commercial relationship, however. Japan is running a bilateral trade surplus of about \$2.5bn a year, but still maintains barriers against some 60 Korean products; it is also, in the Korean view, much less generous than hitherto in permitting the transfer of technology needed for Korea's industrialisation programme. Japan is likely to be more forthcoming in allaying South Korean fears with assurances that it is not about to pull a diplomatic rabbit out of the hat over the future of the Korean Peninsula. The assurance of closer consultation on commercial and political issues are part and parcel of the process of building better relations. But the focus this week in Tokyo is going to be less on what might be than on what was, and on whether or not old scars and deeply ingrained attitudes are subject to symbolic therapy.



President Chun Doo Hwan of South Korea

In comparison, the commercial and political topics to be discussed appear relatively mundane, though, over the longer haul, they are bound to assume greater importance. Both President Chun and Mr Nakasone are obviously satisfied with the improvement in relations since the school textbook affair of mid-1982 when the Japanese Education Ministry sought to rewrite its version of events in

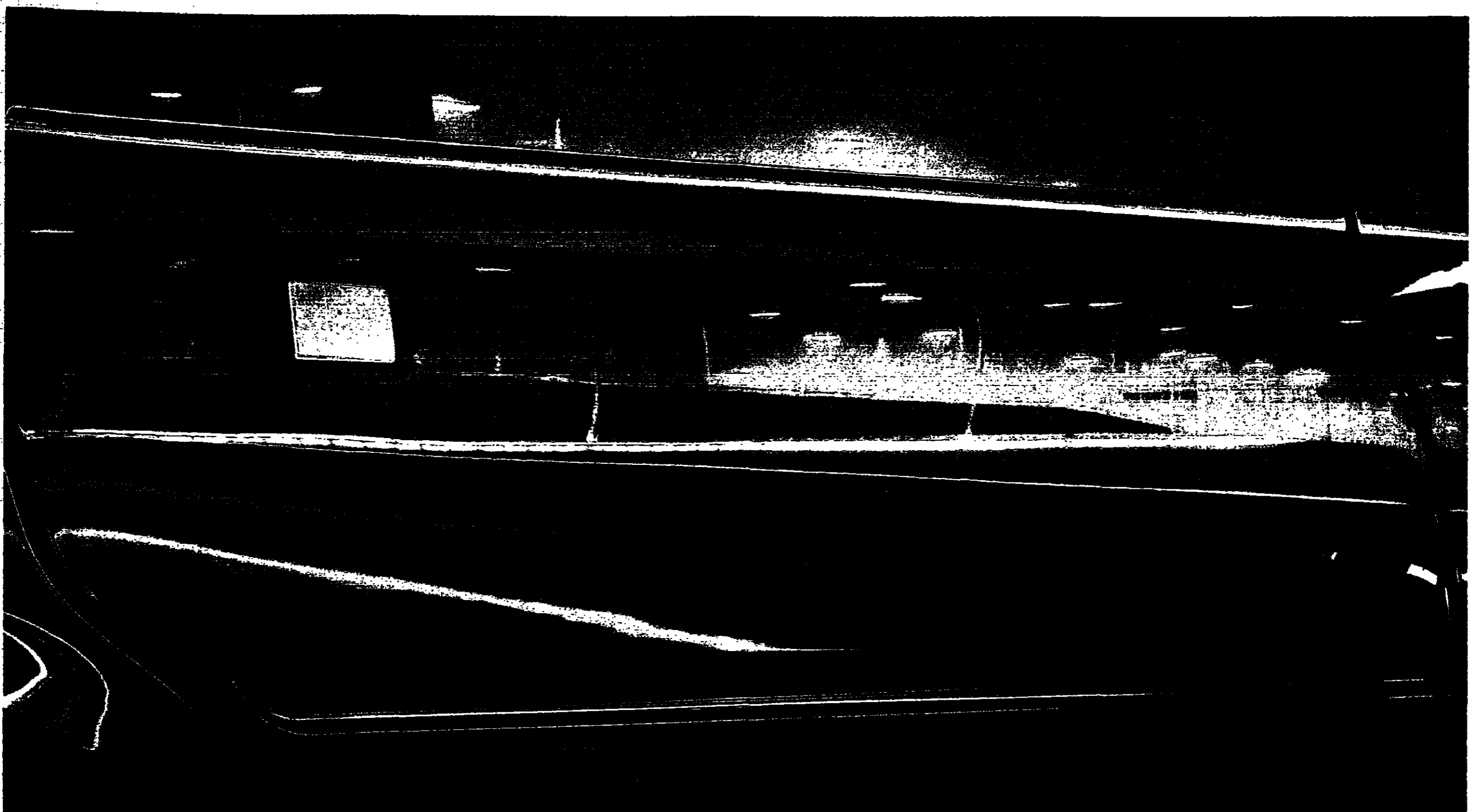
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International Standard Electric Corporation 9% Sinking Fund Debentures, due October 1, 1986

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated October 1, 1971 between International Standard Electric Corporation and European American Bank & Trust Company, Trustee...

Table with columns: Coupon Debentures of \$1,000 Principal Amount, Serial No., Int. Rate, Maturity Date, etc.

On October 1, 1984, the date fixed for redemption, there will be some due and payable on the Debentures to be redeemed...

International Standard Electric Corporation By: European American Bank & Trust Company as Trustee

August 31, 1984

Dunkel condemns MFA-type safeguards

By K. K. Sharma in New Delhi

ANY EXTENSION of special trade protection regimes, such as the Multifibre Arrangement, to other "sensitive" industries would seriously damage national and international economies...

Mr Dunkel, speaking before the Indian Institute of Foreign Trade, said, however, that he should be in order to ensure the passage of a law which would be effective September 7.

It was vital that effective disciplines were in place and adhered to in order to ensure that safeguard measures were temporary, and therefore did not create long-term dependence on protection in the protected industry.

Agriculture, textiles, tariffs and safeguards were all elements of the GATT's current work programme and would clearly require further negotiation. There were other areas where action could be taken immediately, or where action envisaged in the work programme was essentially unilateral.

Mr Dunkel said the response to the U.S. recovery in other countries "has been slow and patchy by comparison with earlier cycles and there is reason to believe that rigidities caused by trade policy have a good deal to do with it."

With world recovery under way, he felt it was essential that it should be supported by removing the impediments to efficiency which had accumulated in the years of recession. Mr Dunkel pointed out that some governments were hesitant to commit themselves to a new round of global negotiations...

The only precondition for a successful start of a new round was that there should be reasonable ground to believe that it would be a success. This required confidence on all sides that all participants genuinely wished to strengthen and preserve the multilateral and non-discriminatory trade system...

UK banks expand countertrade activities

BY FRANK GRAY

BRITAIN'S BIG clearing banks are expanding their export finance services to meet a growing demand for help in putting together countertrade deals.

The international divisions of Barclays Bank, Midland Bank and Lloyds Bank have all appointed teams of countertrade specialists in recent months.

The latest moves come from Lloyds Bank, which last week announced the appointment of Mr Alan Linger as manager of barter and countertrade, and Mr Roy England, as his deputy.

The moves represent a sharp change of approach by the banks; until 18 months ago, they had been taking a cautious



Mr Linger: more conventional way of trading

approach to adding advice on countertrade to their export finance services. The rationale at the time was that countertrade—the use of

bartered goods as part of an international trade transaction—was something of an uncertain quantity owing to the uncertain economic and debt problems in the Third World.

Until the recession, countertrade was a matter largely dealt with by Continental trade specialists many based in Vienna, for dealing with the Comcon bloc, the traditional users of countertrade in their deals with the West.

Mr Linger said yesterday that countertrade now had become recognised by the banking world as a more conventional way of trading. One of the key requirements was to be able to offer customers technical advice on how to put together complicated deals involving both cash and bartered goods.

services, someone else would," he said.

For the most part, staff for the banks are comprised of what one countertrade specialist called "bankers with a flare for trade," although many foreign banks in the City have taken staff from the commodities trading field.

Mr Dick Francis, Barclay's specialist, pointed out that countertrade basically was replacement business rather than new business. "It does not necessarily represent new trade but a new way of trading goods that normally would have been sold for cash."

Midland has taken a different approach and uses Vienna as its base of countertrade operations. Its representative there is Herr Helmut Bohumovsky, and the bank's London representative Mr Gilbert Nockles, operates as a regional specialist.

Christian Tyler reports on a UK group's winning credit package How financing can clinch the deal

PRICE AND product are still important, but in the struggle for larger overseas project business these days financing can be the clincher.

It was for the British turbine manufacturer NEI-Parsons when it beat a strong field of international competitors to win the contract to equip an oil-fired power station in Singapore.

NEI-Parsons managed the seemingly impossible — to win against the Japanese in their own backyard. As the company's financial director, Mr Dennis Allen, said: "The sitting tenant was Hitachi, and we pulled the rug from under him."

The company decided they had to come up with the lowest bid price in order to get into the race. But even before the bids went in, they started thinking about the financial package. To head the list at the "tender price" or "read-out" stage was one thing; to maintain that lead when the loan offers started to fly was quite another.

In the event, they managed to do both. The contract was awarded over a year ago, the buyer credit was sworn up early this year, and today the ground is cleared at Seraya Island.

KRAFTWERK UNION, the large West German contractor, has beaten eight other bidders, including six Japanese corporations...

The contract is for two 100MW gas turbines in Jurong, the city state's main industrial zone. The units are for the Public Utilities Board (PUB), and are expected to

be in operation in the first half of 1985.

Both Mitsubishi Corporation of Japan, with \$85.5m, and Toyo Menka of Japan, with \$77.6m, offered lower prices, while General Electric of the U.S. came in with a marginally higher bid of \$77.5m.

A PUB official and Kraftwerk's offer met its specifications and was low in price. But the award was a surprise given that price is generally the dominant consideration in Singapore

such scheme in the UK. The section is set by the Export Credits Guarantee Department...

The upshot first was that NEI-Parsons was able to put in a counter-bid design and 7 per cent cheaper than the next on the list, the Italian company Ansaldo.

Secondly, its Swiss franc buyer credit, provided by a syndicate of Swiss banks and led by the Union Bank of Switzerland, proved to be at least 7 per cent cheaper than the equivalent yen loan, and 4.5 percentage points less than sterling or dollars would have been. It is thought that the loan is over ten years from commissioning of the plant, with the first instalment four years after signature, and is insured on a "pure cover" basis by the ECGD. No-one is saying whether it is a fixed or floating rate credit.

The fact that Singapore took the Swiss franc option in this case does not mean it will do so again: the whole point was that the British team spotted an opening that others had apparently not seen.

"At the time we felt the Japanese were unassailable," Mr Allen recalls. "Now we know we are at least their equal." The deal obviously impressed the Japanese and their flattery took the usual form: they copied the technical specifications to win another project in another Asian country.

Komatsu plans production in U.S. Thais appoint consultants

BY ROBERT COTTRELL IN TOKYO

KOMATSU, Japan's largest maker of construction and earth-moving plant, says it plans to start production of vehicles in the U.S. within the next year.

The spokesman said that Komatsu had not yet decided whether its new plant would take the form of buying an existing U.S. factory, or building a new one.

The spokesman said that U.S. production was desirable to avoid "trade friction" with U.S. manufacturers, and to insulate the company from the effects of possible future yen-dollar exchange rate fluctuations.

Earlier this year, Mr Shoji Nogawa, Komatsu's president, said that his company saw several affiliates of the collapsed West German ITH group as "prospective partners" for some type of European tie-up.

vice-economics minister, said, Hester reports from Taipei.

Wu said it would take several days for Taiwan to consider a counter-proposal from Toyota brought by Mr Genaro Tsui.

He said that when Mr Tsui met Hsu Li-teh, the economics minister, on Monday, the two sides were still deadlocked over the percentage of cars to be exported by Toyota.

The deadlock arose after Toyota disagreed with a Taiwanese demand to export 50 per cent of the plant's planned annual output of 300,000 small cars.

Mr Tsui told reporters Toyota wanted to go ahead with the project but was wary of export obligations if the world market is sluggish in the next few years.

By Boonsong K'Thans in Bangkok

A CONSORTIUM of Trichem Corp of the UK and Lurgi of West Germany has won a contract from the Bangkok-based National Petrochemical Corporation (NPC) to serve as engineering consultant for Thailand's natural gas-based petrochemical complex to be constructed in Rayong.

The exact contract price was not disclosed, but sources said it is in the region of \$2m. A letter of intent was issued last Saturday and agreement will be signed in Bangkok in two weeks.

The complex's upstream production of 300,000 tons a year of ethylene and 70,000 tons of propylene, using indigenous natural gas as raw material, will be the responsibility of NPC. The downstream production of 110,000 tons of high density polyethylene, 100,000 tons of low density polyethylene, 70,000 tons of polypropylene, and 50,000 tons of vinyl acetate monomer will be handled for private companies.

Western nations urged to oppose trade restrictions

BY ANDREW BAXTER IN BERLIN

THE U.S., the EEC and Japan should rigorously oppose the dangerous trend towards bilateral agreements and regulation in world trade and Herr Martin Bangemann, West German economics minister, in Berlin yesterday.

Opening the 22nd Partners for Progress overseas import and export trade with developing countries, Herr Bangemann said the major trading powers bore a particular responsibility for the maintenance and improvement of the multilateral world trade system.

"I am concerned with the efforts undertaken recently in the European Community to concentrate its trade policy more on defensive measures than on new initiatives towards liberalisation," he said. "I hope that the new range of trade policy instruments available to the Community will not be

applied merely as a means of introducing more protectionism." Herr Bangemann said that EEC and other countries should remove the remaining quantitative restrictions on imports from the poorest developing countries as soon as possible.

At the same time the developing countries could pursue their objectives better if they themselves remove all quantitative restrictions on imports from a more flexible, less restricted import policy.

A similar theme was taken up by Dr Manfred Caspari, the European Commission's Director-General for Competition. "We are well aware that our exports to developing countries will only be able to expand if we keep our own market open. For this reason we should also grant absolute priority for the struggle against protectionism," he said.

FERA di MILANO 3/6 OCTOBER 1984

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8
APPOINTMENTS

Research director for Thorn EMI

Dr K. W. Gray has become director of research for THORN EMI, responsible for the Central Research Laboratories at Hayes, Middlesex, and for advice on research and related technology issues. Mr Gray joins Thorn EMI from the Royal Signals and Radar Establishment (RSRE), Malvern, the largest electronics technology research laboratory in Europe. As deputy director of RSRE he held the rank of Under Secretary.

Mr Richard Cockman, managing director of Cockman, Copeman and Partners (CC & P) has been appointed a director of AIDCOM INTERNATIONAL, which acquired 51 per cent of CC & P in 1983.

Dr Martin Adams has joined CATHODEON CRYSTALS as technical manager. He was previously manager of Thorn-EMI's image device group.

STANDARD CHARTERED BANK has appointed Mr John R. Shield as managing director and Mr John H. Ruddy as a director of its Jersey based wholly-owned subsidiary Standard Chartered Trust (C.I.).

Mr Jeremy Bennett, currently vice chairman of Hatch Mansfield and Co., has been appointed corporate affairs director of GRANTS OF ST. JAMES'S from September 17. From that date Mr John Taylor becomes a director of Grants of St. James's and chairman and managing director of Hatch Mansfield and Co. Mr Taylor has been sales and marketing director of Vine Products since October 1983, and was previously deputy managing director of Hatch Mansfield and Co.

Mr Roger Henderson has been named chairman of council of THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT. His two-year term of office will commence following the annual meeting on September 4. He is managing director of Space Planning Services.

Mr William Mark Dawson has been appointed a director of DUNCAN LAWRIE.

Mr Tony Bond, formerly a senior audit manager at Arthur Andersen, has joined COLLETT DICKENSON PEARCE INTERNATIONAL as deputy financial director.

Mr E. A. King and Mr J. R. Oldham have been appointed joint deputy managing directors of CEMENTATION CONSTRUCTION. Mr King will be responsible for two new divisions

overseas and special projects, and will retain overall responsibility for national contracts. Mr M. V. Casebourne joins the board as director, national accounts. Mr Oldham is now responsible for UK area operations and pipelines and Mr H. Maynard has responsibility for the northern area plus pipelines and mechanical services.

CROSLAND FILTERS has appointed Mr Lawrence Jackson as director and general manager. He was managing director of TJ Filters.

Mr John Bradley has joined GRAVITY-RANDALL, part of the Hall Engineering group, as managing director. He was previously managing director of Delta Seafolding, part of the J. D. Tighe group.

CIFER has appointed Dr John Waddington to the board as sales director.

SWISS BANK CORPORATION (SBC) has opened a new representative office in Manchester and has appointed Mr Mark Deebie-Rogers to head its local activities. Mr Deebie-Rogers has worked with the SBC in London and Switzerland for 18 years, primarily in corporate banking.

SESTARE has made the following appointments: Mr Brian H. Ahern, previously commercial director of International Aeradio has been appointed group managing director from September 11. Mr Barrington Brealey, previously director and general manager of William Press/British Gas joint venture in Cairo, joined on August 1 as director and deputy to the managing director in Cairo. Mr J. J. Miller, previously a main board director and assistant managing director of Securicor, has been appointed chairman.

AMALGAMATED FOODS has made the following appointments: Mr Brian Matthews, formerly an operations director of Linfood Cash and Carry, has joined Amalgamated Foods as national retail sales manager and will have overall responsibility for the retail sales division. The retail sales activity will be divided into four regions, each headed by a regional sales director who will be responsible to Mr Matthews. The appointments are: Mr D. V. Nicholls, regional sales director (north east), Mr D. G. Kingsland, regional sales director (north west), Mr M. K. Heaven, regional sales director (Midlands) and Mr J. L. Mountain, regional sales director (south).

ONE OF the most ambitious economic projects for cross-border co-operation in Ireland is on the rocks less than a year after being launched with fanfares in Dublin and Belfast. Irish and British Government Ministers were reluctantly concluding this week that the £500m scheme to pipe natural gas from Dublin to Belfast was dead. Britain was to have spent £150m on the capital costs from the Irish border to Belfast and would have paid the Republic a further £5m towards piping the gas to the border.

Now the only point of difference between the two Governments was how to announce the news that it is all over. The Irish Government, convinced it had a morally-binding agreement in last October's Memorandum of Understanding, was determined not to be involved in calling off the deal, even through a joint statement. Instead, it was determined that the British Government alone should announce the collapse of the project.

The main victim of the failure may be the concept of Irish cross-border economic co-operation. This has been advocated in many areas, such as transport, industrial policy and tourism. But the failure of the gas project has left a sour taste, and Dublin politicians and civil servants have gone so far as to wonder whether they can do serious business with the British.

In Belfast, the collapse of the deal is the latest episode in the seemingly endless uncertainty which surrounds Ulster's energy problems. It has depressed the province's vigorous pro-gas lobby and boosted the morale of those who want solid fuel to be its dominant source of energy and heat.

Politicians had for long harped on the fact that Northern Ireland was the only major part of the UK not plugged into Britain's reservoir of natural gas in the North Sea. They depicted this as unfair discrimination against a loyal part of the UK.

Without such a supply, there was no prospect of avoiding the total shutdown of the shrinking gas supply network now left with only 3 per cent of the Ulster energy market.

In the 1970s, there had been a lively campaign in favour of linking Northern Ireland to Scotland by undersea pipeline.



Left to right: Mr de Lorean, Mrs Thatcher, Mr FitzGerald and Mr Prior

This was over-ruled during Mrs Thatcher's first administration only to be overtaken, shortly afterwards, by the prospect of plugging Ulster into the natural gas supplies being brought ashore by the Irish Republic.

In view of all these changes it is not surprising that some Ulster observers believe this cannot be the end of the story. With "green gas" ruled out, they say, the gas distribution lobby there might desperately try to resurrect the "Tartan" gas option for supplies from Scotland.

Meanwhile, there are dark mutterings in some Dublin quarters that the project had fundered on political objections by the Ulster Unionists. The truth is more complex but no less depressing and calls into question the basis of cross-border co-operation about which southern politicians talk so eloquently.

As the shroud of secrecy, which surrounded the original deal, has gradually been stripped away, one curious fact seems to have emerged. It was, if anybody, the British Government which paid a political price to get the project off the ground.

The Irish Government's terms were strictly commercial and nowhere was there any suggestion that Northern Ireland might be given a "special offer" in the interests of intra-Irish development.

Dublin's negotiators stuck to their argument that the gas must be priced at the equivalent of heavy fuel oil. Their reasoning was that, with 17 per cent of the output from the £10bn Kinsale field going North, the Republic would have to substitute oil for gas in its power stations.

The memorandum signed last October seems to have reflected that position. Under a formula worked out two years earlier, the price of the gas was related to heavy fuel oil and gas oil spot prices, at current dollar exchange rates. Last October, this meant a price of 26p per therm.

Many officials in Belfast's Department of Economic Development were dubious about these terms from the beginning. If the sales of gas were to quadruple — as the project demanded — it would have to be highly competitive with other fuels, particularly coal, which has a high market

share among Belfast domestic users.

The Northern Ireland Government was committed to phasing out the annual £12m subsidy to the Northern Ireland gas industry which left little margin to recoup the expected £150m investment, given a probable end price to the consumer of below 70p per therm.

Mr James Prior, the Northern Ireland Secretary, was keen to see the plan go through, both to save 1,000 gas industry jobs in a province with 23 per cent unemployment, and to show that co-operation with the Republic could be beneficial.

The idea had first been launched, after all, by staunchly unionist MP Mr Harold McCusker. Mrs Margaret Thatcher had also endorsed the political benefits after her November meeting with Dr Garret FitzGerald, the Irish Prime Minister.

Mr Adam Butler, the Minister in charge, is generally regarded as the resident "dry" in the noticeably damp Northern Ireland Office. He was apparently persuaded to support it on the basis that the Government would seek the maximum private investment. Most people in

Belfast believe it was the failure to attract private concerns which finally doomed the plan.

All might have been well had the U.S. dollar remained stable or fallen against sterling in the period after October. Instead it went from \$1.50 to the pound when the memorandum was signed to \$1.30. If the gas were flowing across the border today, it would cost more than 30p per therm, equivalent to 36 Irish pence. That is not far short of the price which big industrial end users in the Republic pay for the gas, and way above the price paid by state concerns like the Electricity Supply Board or the fertiliser plant in Cork.

Any lingering potential investors in the Ulster gas project would also have been dismayed at what was happening in Dublin itself. One Minister has resigned over the £170m project to convert the city to natural gas and experts there have warned that losses could be enormous if the ambitious sales targets were not met.

This was despite the fact that the Irish gas utility, BGE, pays only 10p per therm to Marathon Petroleum, which discovered and operates the Kinsale Field.

Meanwhile, Britain's National Coal Board and the Northern Ireland Electricity Service had been lobbying hard against the deal. They want the UK Government to sanction a £80m scheme to convert the Kilroot power station from oil to coal to reduce province's 80 per cent dependence on oil.

Although converting Kilroot was not incompatible with building a gas pipeline, there had been fears in the coal lobby that investment in the latter would slow down the former. There is now quiet confidence that approval of the power station conversion only awaits the conclusion of the British coal miner's strike.

The final blow to the pipeline was a report from consultants Deloitte, Haskins and Sells suggesting that the original market projections were over-optimistic, and largely endorsing the objections raised by the solid fuel lobby prior to last October's decision in favour of the pipeline.

On a different level, there is some speculation, too, as to the unwitting role which Mr John De Lorean might have played in the demise of the gas project.

The Northern Ireland Civil Service received a severe pounding from the House of Commons Public Accounts Committee over the £70m debacle of the Belfast car factory. Still scarred by this experience, senior civil servants are said to be adamant that they will not court another economic blunder in Ulster.

The latest British attempt to re-negotiate the deal, when it came, seemed clumsy. Dublin responded by showing no inclination to soften its terms, even though, in the view of several economists, loss of the deal would cost the Republic more than Northern Ireland.

With Belfast becoming a prime user of gas, the South would have made net earnings of £20m a year. In addition, the development of a distribution network involving Ireland's two biggest cities would have meant economies of scale. Some economists doubt whether Dublin or Belfast is large enough to justify the provisions of natural gas to domestic consumers independently.

Each country calculates its own advantage and negotiates on that basis. Although understandable, it is in stark contrast to the political rhetoric about co-operation.



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TUC to take softer line on labour laws

BY PHILIP BASSETT, LABOUR CORRESPONDENT

THE Trades Union Congress in Brighton yesterday substantially softened the practical effect of its opposition to the Government's labour legislation by insisting that unions would not receive automatic support from the TUC if they defied the law.

However, the decision was only reached after an extraordinary degree of public confusion over the voting on the issue. A crucial vote had to be retaken and reversed more than four hours after it was originally carried.

The decisions at Brighton leave the TUC facing two ways over the law. This will allow TUC leaders the flexibility they want in responding to individual cases.

By formally approving a TUC General Council statement contained in the annual report to the congress, which makes it clear that support will be given to unions only on the merits of their cases, congress effectively agreed a softer line than outright opposition.

However, a row between left and right-wing unions centred on a motion from the National Graphical Association (NGA) union, which made it clear that the TUC will if necessary back union action which is illegal.

In an impressive speech, Mr Tony Dubbins, NGA general secretary-elect, told the congress that to support his union's motion would mean that the TUC would be supporting unions which were "forced" to break the law.

He said: "The problem is that it is not possible to have an effective industrial dispute and remain within the law."

Arguing against him, Mr Roy Grantham of the white-collar union Aspec, wanted the TUC to pick winners in industrial disputes, not losers. He said: "We must fight when we have a chance of success and not when we are sure to lose."

Mr Dubbins attacked his views as an "outrage and a disgrace."

Mr Tony Christopher, of the tax staffs' union, said that the NGA and its allies were trying to "hike up" the TUC's previous position on the law.

Mr Len Murray, TUC general secretary, argued that it was not realistic to expect the TUC to give unions automatic support. Sometimes union leaders had to tell their members they were not going to win in a dispute. That was "the oldest realism in trade union history."

The congress at first rejected by 5.9m to 4.3m votes an amendment which would have made TUC support conditional on an individual union's case, in line with the General Council statement.

The outcome of this vote caused considerable confusion, particularly for the white-collar union Nalco, which thought it had voted on another amendment.

Nalco leaders pressed for the vote to be retaken. When it was, the earlier vote was reversed and the amendment carried by 5.3m to 4.7m votes.

Rolls 'needs sales' for military engine

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

ROLLS-ROYCE, the state-owned aero-engine company which the Government wants to privatise before the next general election, "desperately needs new military engine sales in the early 1990s," Mr Derek John, the marketing director of the company's military engine group, said at Farnborough international air show.

The RB199 engine is the mainstay of Rolls-Royce's military engine production work. The programme of engine deliveries for the Anglo-German-Italian Tornado fighter-bomber is already past the halfway mark, with the 1,000th RB199 delivered recently to British Aerospace.

Engine deliveries for the Tornado will be completed in the early 1990s, and Rolls-Royce is considering foreign licence production of the engine and a completely new military engine to replace the RB199.

Rolls-Royce is talking to aerospace companies in India and Yugoslavia, both already licence producers of Rolls-Royce engines, about the possible manufacture under licence of the RB199.

licence production of the RB199 would ensure some continuity of revenue from military engines, but would not replace work on the shop floor of Rolls-Royce factories in the UK.

One possible replacement engine would be a new military engine for the proposed, but not finalised, design for the European Fighter Aircraft (EFA).

Mr John Wragg, the Rolls-Royce director of corporate engineering, said it was certain that the EFA would use a brand-new engine, with two required for each aircraft.

This would not be a derivative of the RB199, although some of the RB199 technology could be used. Rolls-Royce has been working for some time on a new technology suitable for the new EFA engine.

Hindustan Aeronautics, the Indian company which already makes the Rolls-Royce Adour engine for the licence production of the British Aerospace Jaguar fighter bomber, said it was talking with Rolls-Royce about licence production of the RB199.

Demand for consumer credit stays buoyant

BY PHILIP STEPHENS

DEMAND for consumer credit in Britain was buoyant in July and retail sales were slightly better than initial estimates, according to official figures released yesterday.

The Department of Trade and Industry said that new credit advanced by shops, finance houses and other consumer loan organisations rose by £974m during the month.

The increase was below the record jump of over £1bn recorded in

May but up from £927m in June. The total amount of credit outstanding at the end of July was £15.8bn, 21 per cent higher than for the same month a year earlier.

Most economists believe that the rate of expansion will begin to slow significantly later this year as the effect of hire-purchase changes diminishes.

The evidence of recent months, however, is that any such trend could be more gradual.

Pressure to change pub hours

A FRESH attempt to change drinking hours in England and Wales is to be discussed this month by a newly formed lobby group including the licensed trade, tourist boards and hoteliers. The aim is to put pressure on the Government to reform "archaic" laws.

The Flexible Hours Action Group (Flag), is meeting at a time when the Home Office appears increasingly willing to consider reform of the licensing laws.

Home Office officials are under increasing pressure from civil servants in other departments responsible for the tourist and leisure industries. They feel that licensing reform and the ending of restrictions on shop opening hours would help to create jobs in these growth industries.

The chances of immediate Government action appear slim, although if legislation on allowing shops to open when they choose becomes law within the next year, the chances for new licensing laws will be enhanced.

Mr Michael Montague, chairman of the English Tourist Board and soon to head the National Consumer Council, is a staunch advocate of licensing reform. "I believe there is good cause for confidence that the Sunday trading laws will be reformed in the lifetime of this parlia-

ment," he says. "The same, alas, is not my present assessment for the licensing laws."

Mr Montague believes the present licensing laws are no longer simply quaint and old-fashioned but "archaic and absurd." He says that "visitors to this country" are not only amazed when they cannot get a drink in the afternoon but are also often irritated and angry. Permitted hours for the sale of alcohol in England and Wales are stricter than almost anywhere outside the Moslem world.

The licensing laws for England and Wales developed under the emergency powers of the First World War and were consolidated in the Licensing Act of 1921, which introduced the principle of permitted hours, a concept which empowered local magistrates to set the times when drink could be sold. The general hours were modified to their present form with the Licensing Act of 1961 and consolidated in 1964.

However, the hours vary consid-

THE MOVES BEHIND THE MAXWELL INITIATIVE

How the pit talks plan stumbled

BY JOHN LLOYD AND DAVID GOODHART IN BRIGHTON

THE LATEST, splashiest, wackiest attempt to bring the six-month-old miners' dispute to a conclusion ground in the dust late on Monday night, surrounded by the same media circus which inaugurated them.

However, the talks may not be dead. The fact that provisional agreement had, for a heady 24 hours, been arranged is a pointer to further attempts that may be better prepared and thus more successful.

For the moment, the Maxwell initiative - so dubbed after Mr Robert Maxwell, chairman of the British Printing and Communications Corporation and of Mirror Group Newspaper - is something of a textbook example of a well intentioned failure.

Mr Maxwell is an enormously energetic and successful businessman who has carved himself out of his BPCCL labour force, as he puts it, "preserve the company without significant industrial action." A former Labour MP and still a party member, he tried in the course of the National Graphical Association dispute with the Stockport Messenger at the end of last year to intervene via Mr Walter Goldsmith, then director general of the Institute of Directors, who was advising the Messenger, but was rebuffed.

This time he prepared his ground rather better. He made a well publicised visit three weeks ago to Mr Arthur Scargill, the miners' president, and Mr Peter Heathfield, the union's general secretary, and gained, in the course of a five-hour meeting in a private

room in the Hallam Towers Hotel, a detailed rundown of the NUM's case. Last week he talked to Mr Ian MacGregor, the National Coal Board's chairman, to ministers (probably Mr Peter Walker, the Energy Secretary) and to civil servants. He believed he had a basis for renewed talks. Last Saturday, the Daily Mirror announced that new talks were on the agenda. Not surprisingly, it was a scoop.

Mr Maxwell arrived in Brighton in his Rolls-Royce on Sunday, checking into the Grand Hotel, where a 20-strong Mirror group editorial corps was already established. Late on Sunday afternoon he turned up at Mr Scargill's suite at the nearby Curzon Hotel - and from there he telephoned Mr MacGregor. With him were Mr Heathfield, Mr Mick McCabe, the union's vice-president, Mr Mike Molloy, the Daily Mirror's editor, and Mr Geoffrey Goodman, the Mirror group industrial editor.

Mr Maxwell's part of the conversation was thus witnessed, and the consensus is that talks were agreed by both sides (although they did not talk directly) without preconditions on either side. Next morning, the Daily Mirror had another scoop, saying that talks would take place in London later in the week.

Talks were, in fact, arranged for today in a Getwick hotel. They were then called off because Mr Ned Smith, the NBC's industrial relations director, had been unaware that his chairman was in Greece



Mr Arthur Scargill

that day. They were then set for tomorrow.

On Monday night, as rival newspapers were grudgingly writing stories that the Mirror group chairman appeared to have achieved a negotiator's breakthrough, Mr Smith called Mr Heathfield. According to the latter, Mr Smith said he understood that the NUM would adopt a more flexible line on pit closures on economic grounds. The NUM's opposition to such closures had always been the main stumbling-block for the board.

Mr Heathfield, hot-foot from a Tribune rally in which he had said the NUM thought no such thing, relayed just that message to Mr Smith - who is then reported to have said that, in that case, the

talks were pointless. To pile confusion on confusion, Mr MacGregor appeared on Newsnight soon after the Smith-Heathfield conversation to give an interview emphasising that the board still looked for a recognition by the NUM of the "realities of life," but that he looked forward to talks.

By noon yesterday, Mr Scargill was in the lobby of the conference centre, pulling journalists away from the debate on the NGA versus the Stockport Messenger to tell them that the board, yet again, was fully at fault for the breakdown and that the TUC would now be called to deliver the support it had promised.

Mr Maxwell gave interviews for the lunchtime news shows to say he was "bitterly disappointed," and Mr David Bassett, general secretary of the General Municipal and Boilermakers' Union, was hard on his heels in the same mood.

Speculation among general council members, probably shared by Mr Maxwell, was that the Prime Minister, chary of being seen to be offering negotiations under pressure from the TUC's support for the miners, had told Mr MacGregor to scrap the talks. The NCB, adding yet a further twist to the all but farcical nature of the event, made a statement saying that as far as it was concerned talks could still be held.

What remains? The main element appears to be that the general council was involved in the attempt.

Industry fears price of electricity will show significant rise

BY MAURICE SAMUELSON

LARGE energy users in the UK fear that electricity prices will rise significantly over the next few years, with little prospect of ending the disadvantage they claim to suffer in relation to big electricity users on the European continent.

The complaint is made by the Chemical Industries Association, which says the Government has made no positive response to repeated representations by energy-intensive industries and the Confederation of British Industry.

The association, in its latest energy bulletin, lists several reasons for concern. They include uncertainty about who will pay for the electricity during the miners' strike, ending of a special contracts scheme for industrial companies, the threat of tougher financial targets for the electricity supply industries, and the cost of possible pollution legislation affecting power stations.

Although such pressures might be counterbalanced by the electricity industry's more favourable cash flow and investment outlook, the association fears that power prices in general will rise significantly.

The association says UK chemical manufacturers pay higher electricity tariffs than their competitors in France, Italy and the Netherlands, although the 2.81p a unit for UK bulk consumers is exceeded by

the 3.86p paid in Belgium and the 2.79p a unit paid in West Germany.

Ironically, one effect of the UK miners' strike is to increase the attraction of switching to coal from heavy fuel oil, the price of which is being pushed up by the higher oil burn in power stations. The association notes that there have been no price rises for coal since late 1983 and that none is planned until November, when the National Coal Board target is for an increase not greater than the rise in inflation.

"Even the NCB's internationally high 'averaged' price of coal to UK industrial customers gives it a remarkable edge over other energy sources . . . and explains the great potential interest in a return to coal-firing, given a trouble-free situation," the association says.

Coal costs UK industry 19.7p a therm, the use of natural gas on an interruptible contract costs 26.5p and heavy fuel oil is 40p.

About 30 schemes by chemical companies for converting to coal firing have received approval for government aid. The association describes uncertainty about the security of UK coal supplies and restricted access to imports as "among the major obstacles to company decisions to switch to coal." It adds that widespread concern about environmental aspects of coal handling is exaggerated.

BHP to set up oil search unit

By Stefan Wagstyl

BROKEN HILL Proprietary (BHP), Australia's biggest company with interests in steel, mines and energy, is recruiting staff for a planned oil and gas exploration office in London.

Mr Brian Griffiths, BHP's general manager for exploration, is in London to find staff for the office, which the company hopes to open towards the end of the year.

His visit is part of the Australian group's plans to expand its North Sea stake. The company at present has only one stake, an exploration permit in Block 12/22.

Mr Griffiths said BHP was "looking at everything that might be available and judging it on its merits." He suggested that no major BHP purchases were imminent, and that the first step was to establish the exploration office.

The group yesterday denied speculation that it was about to make a major purchase by acquiring Lasso, which has substantial interests not only in the North Sea, but also in Indonesia, another area of potential interest to BHP.

Australia's North-west shelf project, Page 16

TV-am makes its first monthly profit

By Raymond Snoddy

THE COMMERCIAL breakfast television channel TV-am, which seemed close to collapse earlier this year, made its first operating profit last month.

The company's net advertising revenue was £1.3m in August, compared with running costs of £1.2m.

The company suffered little in audience terms for its decision to pull out of live Olympic coverage.

The financial picture has improved enough for TV-am to be considering buying satellite time for live coverage of the U.S. presidential elections.

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Bank of Montreal with Harris Bank: Together, the one to watch.



BANK OF MONTREAL Established 1817

THE MANAGEMENT PAGE

"CUSTOMERS WERE an unnecessary disruption of our otherwise comfortable life," says Robin Farmer, sales manager of ICI's Mond division. "It used to be a privilege to buy from companies like us."

As Farmer's comment shows, John Harvey-Jones, chairman of Imperial Chemical Industries, does not have the monopoly on candour at ICI. While Harvey-Jones has brought in a refreshing change to ICI's top management, it is at the company's powerful divisions that these changes are having their greatest effect.

The divisions of ICI, stung out from North Yorkshire to Cheshire to Hertfordshire, are still redolent of ICI's past grandeur. Most still maintain a sumptuous dining room and fetter their guests with vintage wine poured into crystal glasses. But at recent lunch at Crimble House, a stone mansion on the hill near Harrogate, the host was not present. John Lister, the head of ICI's fibres division (annual sales: £566m) had to make his apologies in favour of a group of visiting customers.

Earlier, in his large wood-paneled office, Lister explained how the changes at ICI have transformed things. "Go back just ten years ago. Production plants were isolated, producing as much as possible with the least inconvenience to themselves."

"Contact with customers would be limited to one distribution man and one technical man. Now, I've got one-quarter the technical staff covering twice as many products, with these people spending 30 to 40 per cent of their time at customers' plants," says Lister.

The theme of reversing the order of business—away from production and toward end-use obsession and toward end-use obsession—is sounded throughout ICI. The reversal is more a change of priorities than a break with the past. The huge successes achieved in product innovation and plant efficiency are blocks on which current divisional managers are still building. But at the same time, no one is shy about exploring the shortcomings of a number of the old way of doing things.

"We were very introverted," says Dr John Clark, R and T manager at Fibres. "We got our new machines up at Pontypool in 1979 and said to our staff: 'It makes new yarns, go out and sell them.' It took three years to fill up production. The last line on that plant just started," he says with a grimace.

"The company had a toughing faith that good technology would be good business," says Keith Taylor, R and T manager

ICI in transition

Why 'end use' is the latest obsession

Carla Rapoport reports on how the divisions of Britain's major chemicals group are adjusting to the implications of changes to the main board structure, described in Monday's article on this page



of ICI's Petrochemical and Plastics Division at Wilton, near Teesside. "That worked in the 1960s." According to Taylor and others, the emphasis on the technology caused ICI to miss the significant fact that plastics had lost their lustre in the general public's eye.

"The industry really ignored a golden opportunity to use plastics in an aesthetic as well as functional purpose. We were better at engineering than design. As a result, people think of plastics as heavy, sweaty mackintoshes, and we never really cared about that. The technological problems of how to make the plastic were always more interesting. Most would duck the end-use problem, it would be a turn-off," says Taylor.

The company's various products, not surprisingly, were sold by product sector, not by

end-use. "Typically, we'd be selling four products with four sales reps to the same industry. The car industry said we were bloody daft. You'd find two divisions competing for the same business. Such as nylon resins battling with reinforced polypropylene," says Taylor.

According to Robin Farmer at Mond, ICI's large inorganic chemical division (annual sales £1.5bn), middle managers used to battle with each other similarly to the way the main board of ICI worked. "A strong works manager, for example, could influence investment for a major personal objective, rather than looking at the needs of the business. Business linking was poor and customer service was poor. When things went wrong, sales and distribution would constantly feud over whose fault it was," says Farmer.

And even on a production level, things went wrong at

Mond. In 1978 it made a beach-head in Europe, building a huge chemical intermediates plant in Wilhelmshaven and later acquired a large plant in the same business in the UK. "We created our own overcapacity," says Farmer. Why? Farmer pulls out a chart. "This division had over 100 years of growth, from 1870 to 1973. If you saw things slowing down, would you believe it was a blip or an end to growth?"

Farmer says the group's profitability is "unacceptably low," even though it improved to £107m on sales of £1.5bn, compared to £60m in 1982. He says Mond wants to double its profit.

To this end, the group has streamlined its management and stepped up customer service. It is also working on new businesses, with higher profitability than that made in selling commodity chemicals. These range from the possibility of

selling branded packages of bicarbonate of soda, to developing a management services package for customers interested in improving their own management techniques.

At Mond, as at fibres and other divisions, however, it is hard to get a manager to predict whether the changes will secure ICI's prosperity during the next cyclical downturn.

"The winds of change have been ice-cold," says Derek Bucknell, personnel manager of petrochemicals and plastics. That kind of shock prevents most from forecasting too far ahead. John Lister answers the question with an example:

"Since the new regime at Millbank (the ICI headquarters in London), we present budget plans in September or October, with two numbers, cash and profit. Then it's go away and do it. In the old days, we were measured in 1,000 ways, every conceivable output according to the favour of the month. You couldn't run a business like that."

Others point to the smaller management teams. ICI's largest division, petrochemicals (annual sales: £2.3bn) has six people running it today, compared to 25 previously.

And others point to the new sense of forward planning. "Think about the can," says Keith Taylor. "There could be a lot of different solutions to a non-metal can. Something more like a tray, maybe. We have to be visionary."

For the moment, the successes of the new way of doing things have, by their nature, been small triumphs. The solid feeling of security given off by a £200m investment has given way to the feeling of satisfaction created by the success of a new fibre or new use for an old one.

Tactel, for example, a synthetic fibre made to feel like cotton, now accounts for 10 per cent of Fibre division's sales. Astarite, an acrylic ICI developed a few years ago without a specific end use has now found a happy home in plastic sinks. Thanks to the collaboration between ICI and Fordham Plastics (annual sales £11m), Fordham says that 20 per cent of British homes should have the colourful new sinks within five years, with sales currently doubling each year.

"We lived with growth and were thinking of growth until the recession," says John Coleman at Fibres. "Then we discovered that coping with it wasn't a matter of cutting people and cutting costs. We had to start spacing ourselves from the competition."

And according to reports throughout ICI, it's a process that is likely to continue even after the John Harvey-Jones era.

Information technology

The wasted expenditure

BY ARNOLD KRANSORFF

WHEN A medium-size UK finance house recently started to feel the pinch of competition, it decided to spend some money on a computer. It wanted to cut its administration costs as well as respond more quickly to customer enquiries for hire purchase and other types of consumer loans.

In the event it decided to go for the so-called paperless office, a concept that involves investing in an expensive computer system which has a large storage capacity and a sophisticated indexing facility.

In all, the system cost well over £500,000 but the development programme had to be curtailed when it became apparent that operational costs would exceed the benefits.

In another instance recently, a multinational oil services company with a large UK presence decided that it needed to modernise its administration procedures by standardising its systems world-wide through the group's central mainframe computer.

On the advice of its suppliers, the company signed a deal worth "several million pounds" to instal a system over a four-year period. But only weeks after the contract was clinched the supplier launched a more appropriate, cheaper and easier-to-use system.

These two examples, which illustrate some of the less successful applications of the ubiquitous computer, are just a small proportion of the estimated £400m that UK companies will spend this year on so-called information technology (IT), the generic term used to describe all the forms of data processing going on in the modern office. But up to 20 per cent of this figure is being wasted in ways similar to the examples quoted, according to the authors of a recent study sponsored jointly by the Department of Trade and Industry and the Institute of Administrative Management.

The survey, which follows an Economics Development Committee report earlier this week warning that Britain's information technology industry is facing a "crisis of survival," also reveals that a major reason for some of this expenditure is that companies hope to cut their workforces rather than increase output.

Tom Bevington and Max

Hand of management consultants A. T. Kearney, which was commissioned to identify the main barriers to the use of IT within industry and commerce, found that employers were throwing away between £30m and £50m a year on "inappropriate solutions" and "over-engineering."

New IT-users, they have concluded, are frequently choosing the wrong systems or installing unnecessary capability. Some smaller companies are wasting up to 50 per cent of their IT expenditure, they add.

The worst offenders are local government while the most efficient users are in the chemical sector. In the financial services sector, clearing banks turn out to be the biggest investors in IT at the moment and are the most efficient users; several building societies leave a lot to be desired, though, they say.

Weakness

The study, which reflects the views of directors and data processing managers in 235 companies, is a follow-up to another recent IAM survey into administrative costs that identified the relative weakness of Britain in exploiting IT as a weapon to improve competitiveness.

For the purposes of the study the authors set out to identify the leaders and laggards among their respondents. Broadly, these categories corresponded to companies which were advanced users of IT and the unsophisticated user, the former being defined as those having at least a cost justification procedure for project authorisation and an IT plan that was aligned with the business plan.

Only a quarter of the respondents fitted into the category of being a leading company. In simple terms the authors found that successful IT-users had the IT or DP function channelled through its own director, or at least through the director whose activities are most affected by the new technology.

However it was found that more than two thirds of lagging companies have their IT or DP director, or at least through the director whose activities are most affected by the new technology.

And Bevington explains: "It is clear from the study that if you want to be a leading IT-user, make sure that IT or DP does

not report to the finance director. "It would be wrong to say that the finance director is a weak link, but it would seem that he is not always the most appropriate person for the job because he may not be close enough to the operational side of the business."

In highlighting the main motivation of companies to invest in IT, the survey states that more than 80 per cent of respondents saw their main objective as controlling head-count costs. Their other priorities were to increase managers' efficiency, make the most of direct labour productivity and maximise office productivity.

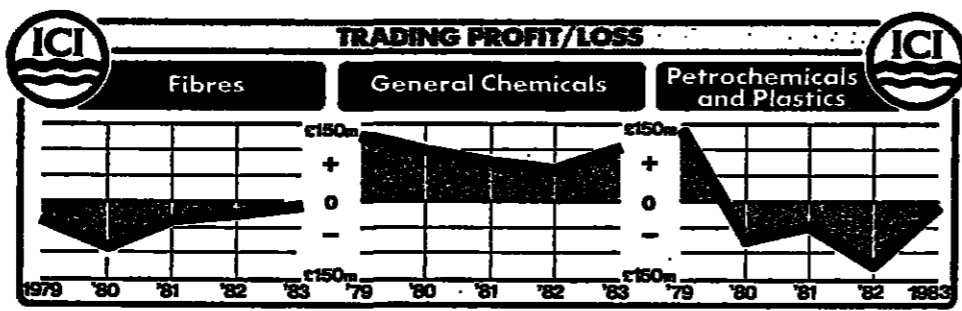
Only 40 per cent thought that monitoring the competition was a major objective.

The importance attached to cutting the workforce is significant because IT has a direct or indirect bearing on up to 12m clerical and managerial jobs in the UK — equal to half the nation's workforce.

Bevington estimates that IT investment is resulting in a 2.4 per cent shakedown in administrative staff every year, which means a potential extra 150,000 people in the dole queue.

From the study's findings the authors have been able to draw up a list of characteristics of the most efficient users of IT. These are:

- The company will be exploiting IT for competitive advantage.
- Top and middle management will be closely involved in IT projects, with directors controlling the allocation of resources and senior managers sponsoring and leading projects. They will not have delegated this responsibility to the DP manager.
- Project needs will be defined precisely at the outset by the ultimate user using cost/value techniques. Cost/benefit targets will be set, agreed and monitored.
- The company will have formed strong links with its IT supplier.
- The company will be more likely to place emphasis on training, quality of documentation and using software packages for routine tasks.
- The Barriers and Opportunities from Information Technology — a Management Perspective, available from A. T. Kearney, 124, Piccadilly, London W1. Price £60.



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THE ARTS

Advertising and television/Feona McEwan

Switching to the profit motive

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commercial medium they espouse so enthusiastically? What are the factors influencing their decision to advertise and what slots to choose? Do they watch television themselves? Is programme content an important issue?

and Queen is thought to borrow some of the glamour and allure of the publication itself. It's said that the same can apply to quality newspapers, too, where the authoritative tenor of the editorial looks kindly on neighbouring advertisements.

Channel Four with a finer targeting, the equation is more complex and they buy target groups (eg ABIs or 16-to-24-year-olds).



Coronation St problems: attracting a top rating

he sees the ratings. Take an example: An ad for Levi jeans aimed at 16-to-24-year-olds would work harder if placed in the lower-rating programme The Tube (Channel Four) which reaches 5 per cent of all adults but every one in the target group (i.e. a strike

rate of 2.5 per cent to The Tube's 5 per cent). What's more, you would be paying around £15,000 for ITV1 against around £1,000 for Channel Four.

Thirty-second ITV1 spots on Thames currently range from about £12,500 to £21,000. This means a networked ad could be nudging £100,000.

Once the programme schedules are announced, and previews seen, buyers make judgements on a number of issues: Availability to view, whether the programme is likely to appeal to the right audience; how a given time slot performs historically; what the opposition is doing at that time; and finally, a subjective opinion about who will view.

Pericles, Croydon Warehouse Martin Hoyle

What a disjointed play this saga makes. However, those bawdy-house scenes where the hi-jacked Marina blossoms in virtue like a lily on a dung-heap bespeak real Shakespearean ambiguity with their resonances of mutually-nourishing corruption and innocence and the resultant painfully redeemed humanity.

Cheek by Jowl are currently in Croydon as part of a tour that includes the Racine Andromache already presented at the Buxton Festival. They take a spare, sively and sober view of Pericles's adventures, seen very much as a spiritual journey, without the visual quirks that form a shiny metallic backdrop to Utlz's production at Stratford East last year.

A free-standing frame incorporates both double-doors and pendant chimes, as well as musical instruments, waiting to be made alive by the player's mallet percussion, plus toy trumpet and even cassette-player to provide the brothel with musak (classical pops). Thundersheets can be put together to form a shiny metallic backdrop; two coffins become rostra, steps, bed and altar. Everything is mimed, from the knights' test-your-strength machine and archery contest to banqueting and fishermen's nets.

Ingenious simplicity marks the casting of the seven players. Amanda Harris's beleaguered Marina freezes into her own monument and Duncan Bell's spivvy Scots pimp switches to the anguished remorse of Cleo as the scene turns seamlessly from Mytilene to Tharsus.

Andrew Collins's Pericles is convincingly upright and honourable. At the moment his resilient approach tends to a lightweight buoyancy, though the anger when he rejects his long-lost daughter by angrily refusing to let himself hope, mistrustful of another of fate's dirty tricks, is especially fine.

The company speaks the verse with characteristic clarity and vigour: Ancient Gower's narration is shared between them. Simon Dormand's epineic doing as the incestuous Antiochus has the faintly bloodhound melancholy of the inbred, and contrasts with his awkward mixture of lust, guilt and good-guy embarrassment as the Governor, albeit by her nonsexuad for Marina while she's factually visiting the brothel. Martin Turner's bluff northern-accented Simonides makes a convincing foil for his genteel daughter (Sadie Shimmin, bossy and slightly over-the-top as her nonsexuad). Declan Donnellan's production is almost too austere at times. Showing an admirable aversion to camp or undergraduate high-jinks, the bawdy scenes verge on the geneal.

Rat in the Skull/Royal Court

Michael Coveney

Played on a stark grey stage without an interval, Ron Hutchinson's new Irish play set in a London police cell might not strike you as the most obvious excuse for a night out in the theatre. But the evening has an undeniable power and raw dignity, qualities attributable to the sly vigour of the text and the cool clarity of Mark Stafford-Clark's production (designed by Peter Hartwell, lit by Andy Phillips), and to the superb performance of Brian Cox as Detective Inspector Nelson of the Royal Ulster Constabulary.

Under the aegis of the Metropolitan Police in Paddington Green, the RUC officer is interviewing an IRA suspect detained under the Prevention of Terrorism Act. Roche—or, to give him his full name, Michael Patrick de Valera Deamon Bomber Roche—has been violently assaulted. He appears, fuming but unmarked in the shape of a tall and striking Irish actor new to me, Colum Conway, under a slide show of severe facial injuries.

subject, notably The Irish Play of 1980, it does unfold into a riveting philosophical and historical disquisition between Nelson and Roche, the latter finally goaded into replying by a sustained sarcastic assault on his sentimental sense of martyrdom, inherited bigotry, social laziness and bully-boy authority.

Omelette Broadcasting/Latchmere

Antony Thorncroft

As you enter the tiny theatre above the Latchmere pub in Battersea you are handed a scrap of paper bearing the cryptic word "Meanwhile". You are asked to write a location down and to hand back the paper to an actor. Then, with three colleagues, he improvises scenes around your locations, picked at random from a goldfish bowl.

conversations quite unrelated to the "location," sometimes, in desperation, they lapsed into "silly" accents; sometimes imagination completely failed, the sketches limped on, and you wanted to shoot them all to end the misery; sometimes they showed some bite by giving themselves exit lines and leaving a colleague, usually Peter Wear, stranded on stage without an idea in his head.

Carlo Bergonzi in Newcastle

Tenor Carlo Bergonzi is to star in a gala performance of Madame Butterfly at a theatre run by north opera-lovers. The performance, planned for November 23 at the New Tyne Theatre, Newcastle upon Tyne, follows the success of a performance here last year of Tosca with Plácido Domingo.



Blue skies before grey mists: Brian Cox

The four operas at St Louis this year were Paul Bunyan, Gluck's Orfeo, The Magic Flute, and Madama Butterfly. Orfeo was given in the original 1762 version, unadorned except by the lovely flute-solo dance in the Elysian Field, which seemed in prospect an addition that could only enhance the work but proved in practice a dramatic mistake: Gluck's 1762 proportions are precise, and the dance has its place only in the original (which was played without interval) we need to move on into "Che puro ciel".

Since Orfeo was given in my English translation—and since the producer (Lou Gatterio), the conductor (David Zisman), the designer (Louise Nevelson), the choreographer (Eliana Monte), and the translator worked closely together on the

piece from the start—I must confine this report to fact. (Some day I must write about the adventure.) Mrs Nevelson's large gold and black sculptures were the great artist's first for the stage. At the premiere I attended, the Orpheus, Altheaus DeVaughn, won a standing ovation. The Magic Flute was also sung in my translation. Colin Graham's production, a revival from 1980, moved very surely, Sylvia McNair was a radiant Pamina, and a promising new tenor, Frank Lopardo, appeared as Tamno.

Paul Bunyan, Britten's first opera, had its premiere in New York in 1941. Seven years ago, the preparatory division of the words (in response to John's question "Who are you?") are "I am way, I am act." (No capitals in Auden's original libretto, though they appear in the 1976-printed version.)

In Graham's production, these lines, from the voice in the sky, suggested "I am the Way, the Truth, and the Life: no man cometh unto the Father but through me." Paul here represented something more than unadorned, fruitful action. He's struggle with him might have happened on the road to Damascus, or even at Peniel. Something was lost: the carefree, casual serenity of the piece; the two young Europeans' Dream of America lightly compounded from Fenimore Cooper, Longfellow, Whitman, and movies. Check shirts and jeans were replaced by a costume parade of American dress through the centuries, from Indian ceremony to the three-

piece suit. When the trees were felled, rooftops, telegraph poles, derricks took their place. But something was gained: the realisation that Bunyan is "a useful, informative essay on production) and a moral parable as relevant today as it was in the early forties. Auden's verse is cute in places, and portentous in places, but mostly lyrical and elegant. Britten's music, light and tuneful, is filled with small miracles and some large ones. Graham's new earnestness did not make him heavy or humourless.

Britten and Auden cast their serious subject in revue form and called it an operetta, and Graham has done the same with his. The show was lively, filled with joy and energy. In places I found it over-produced—embellished with elaborate with elaborate business in episodes where words and music were all that was needed for delight.

I grew up, however, on the "London" score, at Sadler's Wells, and was glad to hear it again in St Louis. It consolidates the undoubted improvements made for Brescia and is a less sentimental, rather bold opera than "Paris," and far less drastically cut. Maria Spacagna was a touching Butterfly. Tonio DiPaolo was a Pinkerton with some good notes, but he needs to learn an easier, more graceful way of singing.

Arts Guide

Theatre

WASHINGTON: Master Class (Eisenstein): David Tennant's thoughts on tyranny and artistic freedom as filtered through the gaze of Stalinist Russia stars its American run at the Kennedy Center, Ends Oct 26. (254-3770).

now that the Nederlander organization has generously decided to name the theatre after the generation's outstanding box office draw. (757-8446).

Sunday in the Park with George (Booth): Not your conventional musical. Stephen Sondheim's latest is an inspired pairing with director and playwright James Lapine to bring George Seurat's painting to life, with Mandy Patinkin as the painter and Bernadette Peters as his imagined girlfriend. Dot. (262-8297).

TKOYO: Cats (Cats Theatre): The special tent theatre, excellent set, good dancing and Kabuki-derived movement make the Japanese version worth seeing. Shiki Company, directed by Keita Asari. (320-1801).

London: Ariet We All? (Haymarket): Rex Harrison and Claudette Colbert in a meagre rarity by Frederick Lozdale. Miss Colbert defies the march of time and still wears her hair the same way with bangs. (339-9932).

London: The Real Thing (Strand): Jenny Quavle and Paul Shelley now take the leads in Tom Stoppard's marvellous comedy. (437-3686).

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Arts Guide

Brigitte Bouché-Moncin (Neil Simon): If he wasn't sure before, playwright Neil Simon can expect a long run of his funny as well as touching childhood reminiscences

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FINANCIAL TIMES

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Wednesday September 5 1984

Honecker toes
the hard line

DIPLOMACY between the two Germanys is clearly still as strenuous with mines as the strip of ground between them. The latest most dramatic casualty is the historic visit that Herr Erich Honecker was to have paid later this month to West Germany; it would have been the first ever trip by an East German president and party chief.

Announcing the visit's cancellation, the East German news agency blamed recent "unworthy and detrimental" comments by members of Chancellor Helmut Kohl's ruling coalition. But the heavy hand of Moscow has been evident ever since Pravda attacked Bonn a month ago for trying to "undermine socialism" in East Germany with politically-tied loans, making clear that for Herr Honecker to go ahead with his long-planned trip would be read in Moscow as aiding and abetting this "undermining" process.

Even after that, the trip still hung by a thread, or so Herr Honecker seemed to think when he stressed only two weeks ago the "importance of dialogue with responsible forces" in West Germany—by which he pointedly meant the Kohl government. The last straw, for Moscow, not East Berlin, were Chancellor Kohl's blunt remarks last weekend to a gathering of German emigres from the Soviet bloc. This sent the Soviet media into another paroxysm of accusations about West German revanchism, and was probably the final sign for Herr Honecker to unspool his bags.

Herr Honecker had carefully prepared his intended trip, paving the way for a good reception in West Germany by loosening emigration—albeit for West German cash—but stressing firm adherence to the socialist camp and planning to return to East Germany on the anniversary celebrations with the kudos of de facto recognition from Bonn—which East Berlin, and even Moscow itself, have so long sought.

In putting a stop to the Honecker visit, Moscow seems to have made a major blunder, humiliating a loyal ally, sowing discord with other East European countries, and reinforcing its already negative stance towards the outside world. Bizarrely, it is precisely this negative stance which Moscow appears to want to harden. If the Kremlin is going to cold shoulder the rest of the deployment of new U.S. missiles, then its allies must do so too.

Why did the Kremlin let this inter-German rapprochement come so near to blossoming, and

why then did it snap it off with such ferocity? The answers lie somewhere in the web of compromise Russians have about Germany. On a national level, they long to wean West Germany away from Nato, a hope that had not totally disappeared even with the Kohl government's acceptance of new U.S. Pershing rockets. They respect West Germany as the Soviet Union's best supplier of modern technology. On a gut level, they read the idea of the two Germanys getting together in a language few of them understand, and many Russians, particularly the old men in the Kremlin, root themselves in a Second World War past.

For this reason, Herr Honecker is going to have the galling prospect of staying at home and watching—on West German television—the president-elect, Ronald Reagan, make their planned trips to Bonn in the next two months. That is the Soviet double standard: there are certain visits which non-German allies can make which their German one cannot.

Hostility
Cancellation of the Honecker trip may not be as keen a national disappointment to East Germans as their sacrifice of a trip to Bulgaria and Romania, which they loyally followed the Soviet boycott of the Los Angeles Olympics. But the humiliation may take some swallowing. It is 13 years since the Soviets ended in Berlin Honecker's replacement, Herr Ulbricht, ironically because the latter was too unaccommodating towards West Germany. Those days of Soviet kinglymaking are gone. Or are they?

Herr Honecker's setback is also that of other East European countries. Except for Czechoslovakia, still frightened by what happened to it in 1968, and to some extent Poland still in its running dispute with the West, war sanctions all have urged more, not fewer, contacts with Western Europe precisely because of U.S.-Soviet superpower hostility. That was the Honecker thesis of late, which Moscow has now declared anathema.

The clear and sad conclusion for both Germanys, and indeed all European countries East and West, is that there will be no proper relaxation of tensions until the two superpowers come to better terms. Equally, however, it is hard to see Moscow in its present mood responding to overtures from any new American administration.

Doom and gloom
from 'Neddy'

SENSATIONALISM is not a quality normally associated with the National Economic Development Office. But this week's "little Neddy" report on Britain's information technology industry manages to convey an air of doom-laden melodrama which serves to obscure many of the real issues at stake.

Bound in a glossy cover showing a clock ticking well past the eleven-hour mark, the report warns that the UK industry faces "a crisis of survival". Without urgent remedial action, Britain will be unable to compete on world high-technology markets and will "continue to decline to third world status".

A dismal scenario—if true. But the report, which closely reflects opinions expressed by industry representatives, falls a long way short of presenting conclusive evidence to back up its alarmist views. A close reading suggests that the authors have allowed polemical zeal to overwhelm reasoned analysis, while their prescriptions for action arguably miss the point.

Fluctuations
The committee bases its case on two principal assertions: first, that the international battle for information technology markets is growing intense, and that the main UK companies are small in world terms; second, that the performance of the UK industry as a whole is slipping badly behind that of other countries, including France and West Germany.

Inclusion of semiconductors would undoubtedly have altered the picture. Britain has the largest microchip output in Europe, much of it admittedly from U.S.-owned plants, and its components consumption is growing rapidly.

None of this means, of course, that the future of Britain's information technology industry is secure. It is indisputable that British companies are outclassed in terms of size and resources by many of their American and Japanese rivals. The NEDO report looks to the Government to provide the solutions but offers few novel recommendations. It calls for more joint industrial research programmes, more consistent and stimulative public procurement policies, increased emphasis on training and a review of the financing of fast-growing high-technology companies.

Such prescriptions, as far as they go, have some merit. However, it is unlikely that they—or any other proposals for government initiatives at a purely national level—will do much more than relieve some of the symptoms of the problems which the NEDO committee claims to detect.

One of the biggest handicaps facing UK information technology companies is the restricted size of their home market. The problem is by no means unique to Britain. The most constructive action which Britain can take is to press ahead with the creation of a genuine common market in information technology. This is likely to be achieved only if the industry overcomes its traditional reluctance to pursue as aggressively as possible opportunities beyond their own national frontiers.

IT LOOKS like the game of self-delusion will not be able to go on much longer in the depressed farm equipment industry. Some hard-pressed but proud producers have been postponing major restructuring for years in the hope that markets would recover.

This year, they were counting on a major recovery in North American markets to help them out of their troubles. Not only has this not happened, but European markets too have taken an unexpected dive. These latest setbacks just might be enough to get the long-awaited shake-out in this overcrowded industry.

International Harvester and Massey-Ferguson, the two debt-laden multinational producers that between them have gone through five financial restructurings in the past four years, have all but abandoned hopes of returning to profitability this year and begun another round of plant closures.

Massey yesterday reported a second quarter net profit of \$7.4m compared with a loss of \$11.3m, but Mr Victor Rice, the chairman, said the outlook for farm machinery remained "seriously depressed".

It still seems unlikely that any major company will actually pull out of the farm equipment business, but a few famous names may soon be reduced to little more than names, either through acquisition or moves to share production or distribution.

Cash-squeezed companies that have not been able to invest in plant or product improvement are beginning to find out that their own machines are uncompetitive and so are buying from others. They are also having difficulty supporting independent dealer networks and are starting to share dealers.

The competitors are still there, but the industry will never be the same. Mr Neel Hall, senior vice-president of Deere and Co, the industry leader, says.

The current round of closures and new supply arrangements will affect mainly the North American multinationals and their plants in France and the U.S. A few European companies, notably Renault of France, are vulnerable too but governments are likely to continue to support them.

The only good news is in Britain. Regardless of what happens to their owners, the plants of IH, M-F, Ford and J. I. Case in this country have become efficient and relatively successful and so appear secure.

The urgent need for further closures has come as a surprise to analysts both within and outside the industry. This was the year that the big U.S. mar-

ket was supposed to recover from a deep, four-year slump. Producers were forecasting a 15 per cent rise in sales in 1984, an interest rates declined and farmers put more acreage into production.

For a brief spell, Wall Street even became excited about the recovery prospects of International Harvester. IH shares reached \$14.75 early this year compared with a 1983 low of \$3 and a current price of about \$8.75.

But the optimism came to an abrupt end early last month when it was reported that U.S. tractor sales in July, normally a strong month for trade, were 8.4 per cent lower than in July 1983. Combine harvester sales had plunged 19.2 per cent. In the year to July, tractor sales were up only 1.9 per cent and combine sales down 24.5 per cent.

However, this basic assumption has been undermined. The liquidity problems of most developing countries in the past decade have stifled both food and machinery purchases.

A second factor reducing machinery sales has been the increase in productivity, partly due to improved yields through the use of fertilisers and better farming techniques but also because of the concentration of farms into larger units.

The number of farms in the U.S. has fallen from 15.6m in 1960 to 8.2m last year, but grain output has remained fairly stable.

Farmers have also had to contend with high interest rates for most of this period and, since 1979, with low prices for most of their crops. U.S. farmers have had the additional and unexpected problem in the past year or so of falling agricultural property prices, which have squeezed their equity.

The result is that tractor sales in the U.S. have fallen over 50 per cent from the 1979 peak of 139,000 units to 77,000 units last year. Sales in Western Europe have fallen nearly 30 per cent from a peak of 385,000 units in 1976 to 260,000 units last year.

However, this was the year that the U.S. and European market would at least remain stable. In the U.S., it

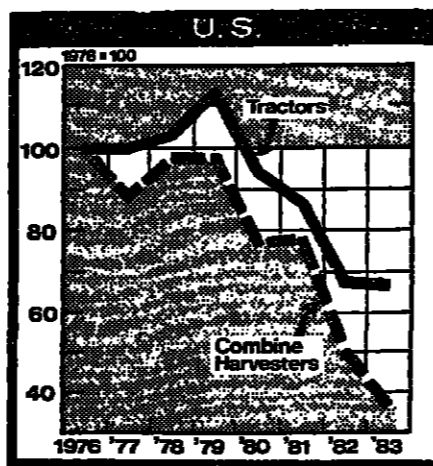
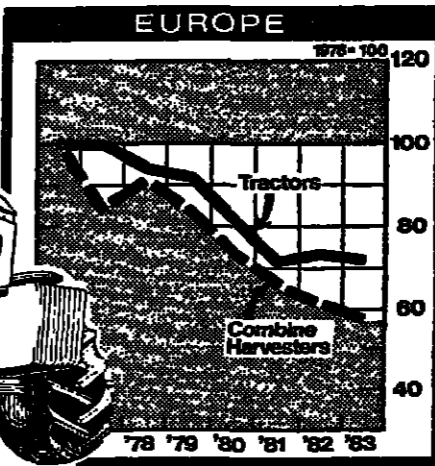
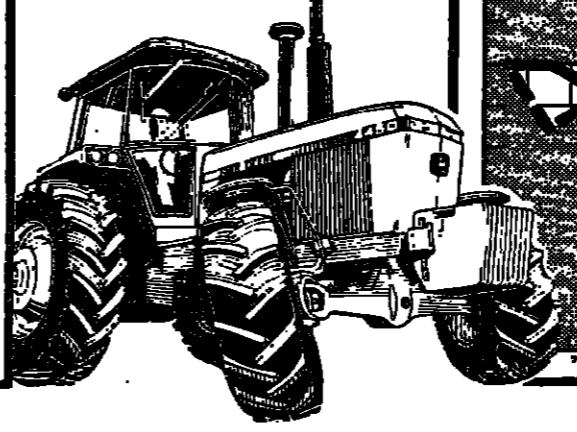
"We still think markets will improve quite a bit this year," Mr Bob Hanson, Deere's chairman, says gamely. But his competitors are less sanguine. Mr Jack Rutherford, president of IH, says, "My feeling is that there is not a lot of movement in this North American market."

In fairness to Deere, the long slump in the farm equipment industry does look increasingly perverse. By rights, a rapidly growing population should create the foundation for steady growth in demand for tractors and other agricultural machinery. Countries with high population growth either have to buy machinery for their own production or they have to import grain from countries with surplus product, notably in North America and Europe, which means farmers in these countries buy machinery.

WORLD FARM EQUIPMENT INDUSTRY

The recovery that never came

By Ian Rodger

HOW SALES HAVE
FALLEN

Marilyn Barnes

An abrupt end
to industry
optimism

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operating at less than half of capacity.

In the U.S., for example, the core of the tractor market is in big machines of over 100 horsepower. So far this year demand for these big tractors is one-third below last year's already depressed levels.

Mr John Borden, vice-president, Finance, of Case, says that even if everyone got out of this sector except Deere and IH, "capacity would still be more than double the current market demand."

A similar situation exists in big combine harvesters, where Deere, IH, Massey and Sperry New Holland are slugging it out in a market that has declined from 33,000 units in 1976 to an estimated 12,000 units this year.

The major producers have pursued a number of joint restructuring ideas in recent years. In 1980, New Holland tried to buy Ford's tractor division. At about the same time, Case tried to buy Perkins Engines from M-F. Last year, M-F tried to do a combined production sharing deal with IH while Tenneco, Case's parent company, even looked at buying IH's entire farm equipment business.

For various reasons, none of these or any other ideas worked. Some industry officials blame the pride of the companies, others point to more practical difficulties.

"Some companies hang on because the cost of exit would be too high," Mr Jim Cotting, vice-chairman and chief financial officer of IH, says. He denies that IH would like to exit, and its financial state represents a significant barrier to such a move.

Its farm equipment assets are valued at roughly \$1bn and presumably any disposal would involve a significant write-off. But the group's entire net worth is only about \$500m.

The first sign of a new round of major restructuring came in June when Massey announced it was closing its Marquette, France, combine harvester plant "for at least three months."

Then in July, Massey quietly revealed that Dressingborg of Denmark would begin making a range of combines for M-F, initially to sell alongside the Marquette-made models.

But in America, market forces are more likely to prevail, and prevail sooner rather than later.

PERFORMANCES COMPARED

| Company | Turnover \$m | | Net Income (\$m) | |
|---------------------------|--------------|-------|------------------|---------|
| | 1984 | 1983 | 1984 | 1983 |
| Deere, 3rd qtr to July 31 | 1,964 | 1,923 | 29.4 | (169.5) |
| IH, 3rd qtr to July 31 | 1,261 | 894* | (7) | (131) |
| M-F 2nd qtr to July 31 | 407 | 401 | 7.4 | (11.3) |

* Turnover figures for IH's farm equipment division alone were \$404.5m in the current quarter and \$345.9m in the comparative quarter.

FARM TRACTOR MARKET SHARES

| Company | North America* | | W. Europe | |
|-------------------------|----------------|------|-----------|---|
| | % | % | % | % |
| Deere | 30-35 | 8 | | |
| International Harvester | 15-20 | 9.1 | | |
| Ford | 12-15 | 8.4 | | |
| J. I. Case | 12-15 | 3 | | |
| Massey-Ferguson | 10-12 | 10.4 | | |

* Precise market share data is not available in North America. These estimates are derived from a number of industry sources.

Calvet wins the
driver's seat

Jean-Paul Parayre, the polished 47-year-old chairman of the French Peugeot private car group, finally lost his battle for power yesterday with the abrasive Jacques Calvet, former head of the Banque Nationale de Paris, who has been in charge of the group's automobile operations for the past 12 months.

Calvet, six years older than Parayre, was brought into the Peugeot group to help sort out the company's dire financial difficulties by capitalising on his extensive banking contacts. He soon climbed the executive ladder to take charge of Peugeot, Talbot, and Citroen operations.

The two men, although both products of the grandes écoles and high public service, found it difficult to get on in national tours. The main problem is the attitude of theatricals. Not many directors want to add a three-minute commercial to their touring workload. Even though the forthcoming production at the Brewhouse, Cider with Rosie, would seem a natural for Taunton cider, the Oxford Playhouse, which is presenting the play has refused to play ball.

Future perfect

While there is no finer band of scribes than the of the economic writers, the nature of their calling tends to keep sunlight out of their articles. Frankly, they do not know us.

However, Norman Macrae, aged 61, deputy editor of The Economist for almost 20 years, has concluded that there is bright sunshine—and lots of it—at the end of the economic tunnel.

His concise history of the future for the period 1974 to 2024 is being published tomorrow by Sidgwick and Jackson in London as The 2024 Report.

Macrae is offering us the economic equivalent of the Good News Bible. It is his view (reinforced by his son Christo-

Men and Matters

watch an advertisement played out on stage by the company. It was for Paul Lawrence, a local Somerset businessman, who has five shops selling electrical goods.

The brainwave of local advertising agency, Magus, it appears, was to use the advertisement to cost Lawrence around £900 for eight performances. But with most of the money going to pay off director, actors and scriptwriters, the gain for the hard-pressed theatre was mainly in publicity.

However, a precedent has been established and Magus is hoping to push more advertising the way of the theatre. It also is difficult to see the possibility of national tours. The main problem is the attitude of theatricals. Not many directors want to add a three-minute commercial to their touring workload. Even though the forthcoming production at the Brewhouse, Cider with Rosie, would seem a natural for Taunton cider, the Oxford Playhouse, which is presenting the play has refused to play ball.

Fox in space

Paul Fox, the managing director of Yorkshire Television, has emerged as the front-runner to become chairman of the DBS consortium planning to take Britain into direct broadcasting by satellite.

Fox, whose preferred recreation after watching television is said to be attending race meetings, is now the favourite for the top job in a project which current estimates see as costing £580m for openers.

Having been at Yorkshire Television for 11 years following a 23-year career at the BBC, Fox, is the prime candidate of the BBC, senior ITV figures, the Home Office and apparently Thom EMI, the largest of the "third force" non-broadcasting element in the DBS consortium.

The theory behind the selection is not difficult to discern. The BBC is going to try and hold its allotted 50 per cent share of the consortium deal. It is prepared, though, to see the chairman coming from outside the corporation provided he is an experienced broadcasting man.

Fox is in the unusual position of having left the BBC when he decided to go he was given 15 minutes to clear his BBC 1 controller's desk—but having also gained the respect of Britain's rival broadcasting organisations.

Shall we dance?

You've heard of the dancing bear. Now comes the tale of the dancing Russian vet.

The latest edition of "Veterinary Matters," a free sheet published by the British pharmaceutical industry, tells how one vet, by name Anatin Zigbresky, had to take rumba lessons in order to treat a certain Zonya, dancing bear with the Soviet Union's Krastovitch State Circus, for a throat infection.

The vet apparently resorted to dancing as a confidence-building measure after Zonya mauled him four times when he tried to approach her with a syringe. Following a crash course at the Tiflis Dance Academy in Georgia, he swiftly won Zonya's trust and was able to slip his needle, full of antibiotics into the bear as they took to the cage floor.

A spokesman for the magazine in London told me that the story came from an occasional correspondent who was recently in the USSR and had checked his facts "with Russian friends who are not afraid of the police."

Observer

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"I NOW understand why universities are no good at this," says Professor Sir Peter Hirsch, the Oxford don who for the past two years has been chairman of the UK Atomic Energy Authority, central research agency of the British nuclear industry.

He was discussing the apparent reluctance of Britain's universities, to help the UK meet the growing technical challenge from overseas. Sir Peter says he will return to his department of metallurgy this autumn with a keener appreciation of the differences between the commercial and academic worlds.

Much of the commercial world's research is done at a distance, remote from the real world and largely irrelevant. Dons, pressed for cash for research which has become dependent on expensive instrumentation (you'll search hard for a test tube in a chemistry lab nowadays), pay lip-service with their promotion of "science parks." But one down-to-earth don with wide experience of trying to stimulate innovation in British industry contemporarily calls the science-park concept "cosmetic."

Professor John Ashworth, a biologist and former chief scientist with the Cabinet Office "think-tank," and now vice-chancellor of Salford University, says there is little contact, "never mind fruitful interaction," between companies which base themselves in university science parks and the associated universities and their dons.

"If the universities are going to build a better relationship with industry then they must expect to have to devote a significant amount of time and an expensive staff effort to it," says Prof. Ashworth. He fears that many science parks will fail not only to produce mutually beneficial interactions but also "will only serve to reinforce the worst prejudices of both sides."

At the University of Manchester, which has traditionally been close to industry than Oxford, and has a contract research income of about £10m a year. But it is out-closed on this count by Cranfield, a technological university near Bedford, Sir Henry Chilvers, vice-chancellor of Cranfield, claims its contract research income is higher than that of any UK university—around £10m a year—probably the biggest in Europe.

Sir Henry, an undemonstrative engineer, is also chairman of the government's Advisory Council for Applied Research and Development (Acad). That makes him effectively the government's chief spokesman. He believes there is much dead wood in the British university system, and that it is proving



UK universities and industry

Still too often a dialogue of the deaf

By David Fishlock, Science Editor

highly resistant to change.

Under his leadership, Cranfield has been ruthless about abandoning flagging departments. Electrical engineering, automobile engineering and transport all no longer exist. Agricultural engineering in its traditional form will be next to go.

Sir Henry says that in his experience, most other universities are not interested in closer ties with industry. They pick "failed academics" as liaison officers, he says, and vice-chancellors do not discuss closer ties.

His critics, however, say it is Sir Henry who does not discuss the matter. Nor does he disclose his "secrets" of Cranfield's commercial success—perhaps half the total contract research earnings of British universities—lest the field should grow more competitive for his own purposes.

ICI is one British company with a tradition of taking fundamental discoveries by universities and developing them into manufacturing processes and marketable inventions. Dr Charles Reece, ICI's director of research, admits he is worried about current pressures on British universities to set up what he calls "tinpot pseudo-businesses." Dr Reece has appointed

Bernard Langley, a senior scientist from ICI's research centre at Runcorn, to be responsible directly to him for company relations with universities.

Dr Langley—extrovert, amusing and academically acceptable to both sides—says bluntly that he has no wish to see universities "as a poor, cheap extension of ICI research."

Dr Langley is an avowed admirer of the British educational system: "black, easy-going, but in hardening it up let's not throw it away." He adds that a lot is achieved between ICI and universities without any money changing hands. He reckons to visit a university about every eight working days.

Dr Langley sees faults on both sides. He believes the company would get much more collaboration if it bared its breast about its problems and blunders and the gaps in its knowledge—but at risk of jeers from the academics and perhaps some commercial disadvantage.

ICI also believes there is a need for universities to gain a better understanding of the importance of industry in society. Here, he has no doubt, British universities are lagging behind those of its trading rivals. Others have more specific criticisms of universities, Dr

Ron Coleman, the Government Chemist, in charge of a national programme of investment in biotechnology, says he is disappointed with university response in this fast-moving sector. The universities led the call for more government-backed research in the sciences. Dr Coleman put proposals to government and got substantial financial funds. The universities failed to come up with ideas worth backing.

This view is corroborated in the private sector. Mr Derek Allam, chief executive of Prutech, venture capital arm of the Prudential, says that he is working hard on the universities but failing to find sufficient good ideas. He believes biotechnology, in particular, is a sector in which Prutech should be investing.

The reason why universities fail to solve many of industry's big technical problems, as Prof Sir Peter Hirsch has discovered, is rooted in a fundamental difference of approach. Academic scientists are narrowly, even selfishly, concerned with their own chosen problem. That is how progress is made at the frontiers of a science. But industry's problems are multidisciplinary—industrial research means projects and pro-

grammes pooling many different scientific skills in an effort to see that the problems are resolved systematically on the way to a well-defined objective.

British universities with their highly autonomous faculties are simply not geared to undertake projects, Sir Peter says.

He learned this lesson at Harwell, central research establishment of the UKAEA, a few miles south of Oxford. It spends more than £20m a year on basic research of the kind done in universities, to underpin the nation's nuclear engineering.

But Sir Peter discovered that under the highly integrated research management of the UKAEA his scientists spend only part of their time on underlying basic research, and most of their time working on projects, often more than one. In this way the needs of central research are closely integrated with all other activities.

He also discovered that the UKAEA had considerable management skill in pulling multidisciplinary project teams together when confronted with a problem.

Sir Peter believes its successes here stem from its scientists having a keener appreciation for the potential for an idea than is usual in universities.

Despite his general belief that universities and projects cannot be reconciled, some universities have made an imaginative new effort to pool talents in making a more persuasive case for expensive new instruments. Sir Peter Hirsch is behind an Oxford University "project" (his own term) in which three departments—the Clarendon Laboratory (physics), engineering sciences, and metallurgy—might combine forces around a powerful new facility for studying future generations of semiconductor chips.

In fact, Oxford can already boast one major interdisciplinary project, launched this year. Professor George Radda of the biochemistry department has assembled a team of 35 and nearly £2m in new laboratories to explore a powerful new diagnostic technique he has invented. It treats patients as chemistry (spectroscopy) samples for assay. It brings together physicists, chemists, biochemists, engineers and doctors. It is already proving successful in pinpointing the causes of some obscure illnesses.

The international electronics industry has been eager to invest in his laboratory, at the price of gaining a certain exclusivity. So far Prof Radda has refused, saying that it is more important to industry as well as to his patients—that his laboratories should retain their academic freedom to shop for the most advanced technology.

Britain's Industrial Policy

At last, the signs of a better logic

By J. H. McEnery

PUNDITS HAVE long deplored the poor performance of Britain's manufacturing industry. Yet Mr Lawson's Budget has greatly reduced the tax allowances for manufacturing investment, albeit coupling this with a major reduction in Corporation Tax. And Mr Tebbit, in his White Paper of December last, proposed substantial reductions in the regional development grants which manufacturing investment in the assisted areas has also long enjoyed. Is the Conservative administration being perverse?

To answer this question we have to indulge in some conceptual thinking about the kind of manufacturing industry we need. Fashionable slogans like "high-tech" and "sunrise industries" will not suffice. The only certainty is that Britain must be able to generate marketable products. This is a truism, but one that has crucially important implications frequently overlooked. The generation of marketable products requires much more than the mere fabrication of goods.

Production is only one element of a system linking a saleable product with its market. The system is incomplete unless it also involves the capacity to identify the market and to undertake the necessary research, development and design.

A manufacturing production unit by itself is thus not a generator but rather a conduit. It can fabricate only what the company headquarters organises and then allocates to it. To that extent it is vulnerable to technological and market change.

In contrast, the company headquarters, with its essentially service functions of marketing, research, development, design and financial control, is the key element in manufacturing industry. Only it has the ability to generate marketable products. And it has wide-ranging options on how and where to fabricate these products.

Against this background, it is conceptually wrong to equate British manufacturing industry with the manufacture of goods in Britain. Many production units in this country are owned by overseas-based companies and make products developed and designed by the

company concerned in its own land; these units are in reality parts of overseas manufacturing industry deployed into Britain for the benefit of that industry. Conversely, the most successful British-based manufacturing companies have become multi-nationals and fabricate their goods in their own overseas production units as well as in Britain: this gives the company access to markets not otherwise available to it and thereby strengthens it as a whole.

From this analysis it inevitably emerges that the kind of British manufacturing industry the country needs is that which has its key headquarters functions based on Britain and which, unlike a mere production unit, can in consequence sustain its own survival and growth in the technological and market change.

If Government finds it necessary to intervene in manufacturing at all, it should then do so in a way which promotes the well-being of British-based manufacturing companies. It has done this in a few favoured industries, notably air-

craft, aero-engines and computers. But what does the record show otherwise?

For almost 20 years government has in this context used three main financial instruments: (a) Very generous tax allowances (earlier, investment grants) for investment in manufacturing production facilities; (b) In addition, regional development grants (earlier, differentially high investment grants) for investment in such facilities in the assisted areas; (c) A very high rate, by international standards, of corporation tax on the profits of British-based companies.

The tax-payers' money involved in (a) and (b) must be at least £100bn at current prices. It was claimed that this financial regimen promoted beneficial manufacturing investment, including inward investment by overseas based companies, especially in the assisted areas.

But the structure of financial disadvantage for British manufacturing companies will be fully dismantled only when we stop subsidising foreign manufacturing production units through regional development grants. Mr Tebbit's White Paper makes clear his intention to switch government resources from regional development grants to selective assistance and from manufacturing, a declining employer since 1970, to service industry, where there has been a more than compensatory increase in job opportunities.

It will be interesting to see to what extent he achieves this. Politically his hands are partly tied by the widespread but irrational belief, against all the evidence, that subsidised inward manufacturing investment by externally-based companies can solve a region's problems. Yet only if he does carry through a major switch will Mrs Thatcher's administration be on the threshold of a coherent policy designed to strengthen the British manufacturing industry which we need.

The author, a former Under Secretary in the Department of Industry, is the author of "Manufacturing Two Nations" (Institute of Economic Affairs).

The Lawson budget has largely overturned an ill-conceived policy

Several studies in the last few years have largely invalidated this. But what has not yet been highlighted is the whole operation has been mislaid against the well-being of British-based manufacturing companies. My personal guess is that, if petrochemicals and metal-manufacturing are set aside, over one-third of the subventions went to foreign-based companies to help them establish or expand production units in this country. They were being heavily subsidised to compete. Any identifiable gains to the British economy were being made at the appalling cost of progressively undermining the strength of British-based manufacturing companies. And the injury of subsidising their competitors was compounded by weakening corporate financial assistance through a high rate of Corporation Tax.

Worthy of interest

From the Director, Department of Adult Education, University of Nottingham

Sir—So Mrs Thatcher says "it has not been for the two disputes, everything that she had always believed in would have been falling into place" (September 1 interview). What will she tell us next? That the British people are not worthy of her leadership? J. E. Thomas (Professor), 14-22, Shakespeare Street, Nottingham.

The growth of EEC protectionism

From the Managing Director, Peabody Fine Foods

Sir—As a leading importer of Turkish dried fruit, we were very interested to read the well informed article on EEC protectionism (August 29) which sets out the disturbing background to the growth of EEC protectionism in a most erudite way.

Whether or not it is officially acknowledged, I believe it is naive to assume that many of the EEC minimum import price systems and production aids are introduced for purely economic reasons. When the production aid for Italian tomatoes was originally being discussed, a comment was made by a senior member of the EEC Commission that those present should understand that the EEC had a way of giving some funds to Italy, because the EEC was already spending substantial sums on products produced in the North—such as wheat, meat, milk and sugar and that Italy expected some of its products would be the recipient of similar largesse, and tomatoes, while not really in need of aid did provide a useful vehicle for aid to be passed to the Italian growers.

A formula was worked out to calculate the production aid payable which had, as one of its ingredients, "the average price of products imported to EEC from third countries." At that time, the EEC was probably 90 per cent self-sufficient and it has now reached a stage where the formula has had to be revised, because imports are now so insignificant that there is no longer provision for an accurate indication of the free world market price. In other words, the EEC is now completely self-sufficient on tomatoes with virtually all imports having been driven out, but it is estimated that subsidies in that region of £1.2bn are paid annually to the Italian tomato industry—£20 per 100 kilo on a pack of 4.18m tons.

If the EEC wishes to reduce its agricultural expenditure, decisions need to be taken as to whether the tomato industry, for example, needs aid of this

Letters to the Editor

level to compete, or whether it could prosper with much less aid and we all accept openly that tomatoes, for example, are being used merely as a vehicle to permit EEC funds to be injected into the economy of a member state.

It is against this background that we should all be concerned about developments with the MIP and other aids being offered to Great Britain. How much of the aid is being given for genuine economic reasons concerning the particular product, and how much, if politically inspired, is a matter that should concern the Government, C. C. Bemmors, Peabody House, Trading Estate, Addlestone, Weybridge, Surrey.

Education in management

From Mr T. Faigle

Sir—As a student in the full-time Master's degree programme at the London Business School (LBS), I feel compelled to respond to some misleading information in Michael Dixon's article (August 29) "Survey gives MBAs the thumbs-down." Unfortunately, the results of the student survey, which was conducted by Harbridge House Europe, were aggregated for respondents from four programmes of varying length, intensity, and admission standards. Mr Dixon writes "many of the 126 students... felt their school admitted people who were not intellectually up to the mark and sometimes so lacking in experience of the working world that they held their classmates back." This is not representative of the LBS full-time programme.

Admission requirements at LBS include not only a very good academic background and/or professional qualification, but also a high score on the American graduate management admissions test (GMAT). Candidates are also required to answer several essay questions and to participate in a case study interview. Business references are also requested.

LBS draws applicants from around the world, many of whom received top marks in their Bachelor degree studies. Only a small percentage of applicants are actually admitted to the programme. According to statistics published by LBS, the average age

of students entering the full-time programme in 1983 was 27, with 80 per cent of the class 25 or older. Only 1 per cent of the class had no prior business experience, with 79 per cent having four or more years of experience. The students came from 22 countries, making it truly an international centre of learning and shared experience.

Mr Dixon also reports that "a goodly proportion of the students felt that some business graduates were unwarrantably arrogant." Since I have no idea how much a "goodly" proportion and some are, I have no idea whether this is a major problem or not. Undoubtedly, there are arrogant MBAs, just as there are arrogant people in other fields of work. Not only do business school programmes vary, so also do the people participating in those programmes.

It would seem that there are misunderstandings between UK companies and business schools, which are highlighted by the Harbridge House report. As students at LBS, there are several ways we attempt to bridge that gap. We are required to complete both first and second year projects for client companies. This gives us opportunities for dialogue with high-level managers so that we can understand their needs and they can understand our capabilities. Most students work in the summer break on research and strategy projects for companies. Various clubs at the school regularly invite industry leaders to speak on current and future challenges facing their industries. Ted Faigle, London Business School, Sussex Place, N.W.1.

New category of need

From the Assistant Director, National Consumer Council

Sir—We are grateful for Michael Prowse's masterly analysis (August 30) of our report on the social security system.

Churlish though it seems in the circumstances to complain, we must take issue over a paragraph in the back-page news story by Michael Prowse on the same subject, which reads: "People would receive benefits regardless of their need provided they fell into certain categories—for example, if they were old or unemployed—or had special responsibilities, such as caring for children or the disabled."

"Need" is a weasel word at the moment, which, like Alice in Wonderland's character, can be taken to mean whatever the user wishes it to mean. The problem with the present supplementary benefits system arise from attempts to set artificial dividing lines, between those labelled on the one hand "need" and those on the other labelled "affluent" and means test them accordingly.

Our report proposed payment of benefits according to a new category of need: namely, those who have special responsibilities or meet certain contingencies such as unemployment or sickness. Maurice Healy, 18, Queen Anne's Gate, SW1.

Intention or action

From the Chairman, Robert St. Clair & Co.

Sir—Maurice Oldfield (August 31) on the subject of portable pensions purports to highlight an anomaly between the Institute of Directors and the National Association of Pension Funds but I would contend that this is only to be expected.

The IOD survey says that 56 per cent of those polled would take advantage of portable pension proposals but Mr Oldfield states that the NAPF has found that only 7 per cent of their sample ever themselves of the additional voluntary contribution provisions.

My experience, mainly through senior employees, has led me to the conclusions that some are dissatisfied with the actual performance of their pension funds and, more seriously, that pension fund administrators, particularly those of major quoted companies, are adamant in their objections to any pension fund member effecting a free-standing AVC scheme. I have a number of examples where an employee with, say, a short-fall of 4/60ths has been invited to make an AVC but when the proposition has been put that his extra contribution be put into a pension fund outside the employer's, there has been a flat refusal—this in spite of the fact that the costs of funding the short-fall in an outside scheme are probably lower.

Can Mr Oldfield tell me and other readers if Allied Lyons will allow a member of its pension fund to contract outside for AVCs? Or does it follow the usual cosy practice of other major NAPF members? Much more importantly, when can we see interchangeability of transfer values between company and self-employed schemes? Clive R. Basche, 22, Queen Street, Salisbury, Wilt.

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Dollar surges to record highs

By Philip Stephens in London and Paul Taylor in New York

THE DOLLAR surged on foreign exchange markets yesterday, hitting record highs against sterling and several other European currencies as investors anticipated that the strength of the U.S. economy would keep U.S. interest rates high.

The West German Bundesbank sold an estimated \$100m in an attempt to slow the U.S. currency's rise, but strong demand from both European and U.S. investors took it to an 11-year high against the D-Mark.

Against sterling, the dollar closed in London at a record high of \$1.2925, up 1.65 cents on the day after hitting a peak in earlier trading of \$1.2905.

The U.S. currency, which also finished at new highs against the French franc, lira and several Scandinavian currencies, rose nearly 2 pennings against the D-Mark to DM 2.9300.

In New York, it breached the FF 9 level for the first time in trading, FF 9.0095 before the close. By lunchtime, the U.S. currency was quoted at \$1.2880 against sterling, at DM 2.9345 against the West German currency and at ¥344.0.

The sharp upward movement in the dollar was partly attributed to a squaring of dealer positions after the Labor Day holiday but more significantly to a marked change in market psychology. In particular, a growing number of senior Wall Street economists have recently warned of a further increase in U.S. short-term interest rates.

Foreign exchange dealers said the rise was spurred by sentiment that the U.S. economy was still growing strongly, maintaining upward pressure on interest rates.

Many economists also believe that even if the economy does slow, strong demand for credit both from the U.S. Government and business will underpin rates at or above present levels in coming months.

Most dealers predicted further gains for the dollar in the next few weeks, although they said central bank intervention or profit-taking could lead to temporary setbacks.

Sterling remained fairly stable against most other leading currencies, despite the collapse of planned talks to resolve the UK miners' strike and continuing disruption at many ports.

Its trade-weighted index against a basket of currencies fell to 77.8 from 78.1.

See Lex, this page

British miners and coal chief abandon peace bid

BY OUR LABOUR STAFF IN BRIGHTON AND LONDON

THE TALKS arranged for this week between the two sides in Britain's national coal dispute were abandoned yesterday amid mutual recriminations. Mr Ian MacGregor, chairman of the board, accused Mr Scargill of lying. "It is absolute nonsense," he said.

Mr Arthur Scargill, president of the National Union of Mineworkers (NUM), blamed the National Coal Board (NCB) for its "astonishing" turnaround after the agreement to meet was announced at the Trades Union Congress meeting in Brighton on Monday.

Mr Peter Walker, the Energy Secretary, entered the argument by saying it came as "a total surprise to the Coal Board and the Government when Mr Scargill announced that the talks had been called off."

The board's deputy chairman, Mr James Cowan, said it had been "mutually agreed" that the talks would be a waste of time because the union refused to discuss the closure of uneconomic pits, the issue over which the strike was called.

Last night, Mr MacGregor offered to meet Mr Scargill on Sunday despite the collapse of the peace initiative. He insisted that

the talks would be pointless unless the key issue of uneconomic pits was on the agenda.

The failure of the initiative leaves the trade unions with the awkward task of delivering on their commitment, made at Congress on Monday, to support the miners. The first signs are that the support will be organised at a deliberate pace.

Mr David Bassett, of the General, Municipal and Boilermakers Union and a key figure in drawing up the TUC's statement of support, said meetings of its members in the power industry would now be held to determine what action should be taken. Leaders of the electricians and the power engineers have made it clear that their members will not be called out.

Mr Neil Kinnock, the opposition Labour leader, devoted much of his first speech to Congress to a forthright denunciation of violence in the dispute - which, he told Congress, was a few catcalls followed by a burst of applause - "creates a climate of brutality."

He declared: "Violence distracts attention from the central issues of the dispute. It obscures the justice and validity of the miners' case."

The Prime Minister yesterday rejected the Labour Party's demand for a recall of parliament for its summer recess to debate the strike.

In a letter to Mr Kinnock, Mrs Margaret Thatcher said the Government saw no useful purpose in recalling MPs "at the present time."

Mrs Thatcher said the strike could be settled quickly if the NUM was prepared to discuss ways of achieving a prosperous and efficient industry.

In Britain's other big industrial dispute, dockers' leaders yesterday halted, at least temporarily, the gradual integration of their 11-day-old national strike. In the absence of peace initiatives, they promised renewed efforts to make it more effective.

Picketing has partly stifled the revolt against the strike at the traditionally militant port of Hull. Eighty of the 879 dockers reported for work yesterday morning but by the afternoon that had fallen to 37.

Mostyn in North Wales, with 43 dockers, became the first port outside the national dock labour scheme to join the stoppage.

TUC opposes union laws, Page 9

Officials executed for fraud in China

By Mark Baker in Peking

CHINESE authorities have uncovered fraud and corruption involving tens of millions of dollars within government agencies and enterprises.

At least 10 prominent officials have been executed in recent months for their roles in rackets that included large-scale theft of coal, timber and grain, smuggling and the sale of visas to Hong Kong.

The office of China's Prosecutor General says more than 36,000 people have been arrested during the past two years for taking part in business swindles.

The office said that between early 1983 and the end of last year it handled almost 60,000 cases of bribery, fraud, tax evasion, trade mark falsification, misuse of relief funds, smuggling and profiteering - more than 10 per cent of them involving over \$3,000.

Chinese Legal News, an official publication, reported that judicial departments across the country had recovered \$44m in lost state funds during last year alone.

Some of the serious cases are receiving widespread publicity as the central Government attempts to clean up what is clearly an epidemic of corruption within its ranks.

A general anti-crime campaign conducted late last year has been scolded, largely because of adverse reaction from abroad to the execution of more than 5,000 people. However, the executions of people guilty of economic crimes are still being highlighted as an example.

Zheng Tianxiang, president of the supreme people's court, said two weeks ago: "Serious criminal elements must be harshly and promptly punished."

Zheng said: "Although a conspicuous improvement has been made in the standards of social conduct, a fundamental change for the better has not been achieved. Some deeply hidden criminals have still not been ferreted out."

Since the drive against economic crime within the bureaucracy was intensified this year, the official ferrets have unearthed some remarkable cases.

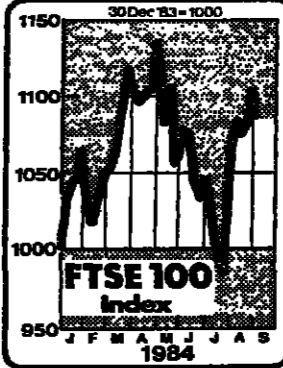
The latest case to be made public is that of the "timber queen" from the north-eastern province of Jilin. The woman, Cheng Shenglan, 42, was sentenced and executed immediately on August 15 after a brief court hearing.

Cheng, a saleswoman with a construction collective in the city of Danong, was found guilty of bribery, fraud and embezzlement involving the theft of 8,000 cubic metres of timber worth \$70,000.

She had run a lucrative business selling off government timber to private buyers and pocketing the proceeds. Charged 22 officials of the local railway bureau and other departments, with more than \$12,000, including gifts of colour TVs, cameras and watches.

As usual, however, there are political overtones. "Some criminals are followers of the Gang of Four who want to make up economically what they lost politically," says the official.

THE LEX COLUMN The pound off Brighton pier



No fund manager worth his salt is going to be put off by setbacks in non-talks with the miners, so the institutional selling which hit equities yesterday is hard to pin on any one news item from the trades union conference in Brighton. Still, fresh uncertainty about the general situation on the strike front was fully in keeping with a downcast mood.

Some of the wilder takeover speculations started to get the heave-ho and there was little sign of encouragement last night from Wall Street's post-Labor Day performance.

The gilt-edged market was a little disappointed by the money supply figures, although these still look consistent with an underlying fall in bank lending. Dealers marking down their prices had one eye on the sterling-dollar rate and the continuing resilience of the latest economic statistics from the U.S. which are giving the dollar yet another boost.

The commitment fees look juicy enough to have the bankers interested, but not so big as to cancel the price advantage of short-term over long-term funds for the borrower. At the same time, there is the benefit of being able to chop and change between the three available options as capital market conditions fluctuate.

Access to institutional investors will surely be an added incentive for some companies. Indeed, in Britoil's case, a successful deal will mark the company's coming of age not only with investors but with the banking market as well, setting the seal on its transition from a project-financed exploration group to a fully fledged corporate credit with a sustained cash flow. Quite an innovative debut, all in all.

Acrow

For at least the last 18 months Acrow's painfully-gained existence has been almost indistinguishable from receivership, since bankers had a charge on practically everything that moved. Yesterday's final push over the edge, bringing in the men from Cork Gully, is a change more of description than of substance.

At the terminal suspension price of 8½p for the vote-less ordinary shares, the market's valuation of Acrow was barely £2m - about 10 per cent of the amount its various creditors would now like to extract from it.

Acrow's predicament was largely the product of running into the 1980 recession in several kinds of overdrive: debt was already excessive, the company was critically dependent on the exchange rate, and its sales policy was to hold market share even if it meant giving the product away.

This combination was such a potent prescription for disaster that even when the dangers had been recognised and the mistakes reversed, the chances of a successful rescue operation were always slim. With capital gearing of 200 per cent the group could not survive, but most subsidiaries are trading in the black, giving the receivers a chance to salvage plenty from the wreck.

The difficulties were compounded

Euromarkets

September's flavour of the month in the Euromarket looks like being a new, triple-decker facility from the commercial banks, which can offer medium-term funds at shorter borrowing rates. The gentlemen from the Swedish National Debt Office took a \$4bn swing at it earlier this week and Citicorp is now in the throes of marketing a similar facility for Britoil.

This is the first time a corporate name has tackled the idea, which is perhaps a little surprising. Multi-facility deals have been syndicated for a number of sovereign borrowers since 1979, attracting considerable corporate interest. In essence, the commercial banks commit themselves to a traditional standby credit, which is then used as a backstop to two other options: either the borrower can call on the syndicate banks for short-term cash, or else invite a group of the banks plus other outside issuing houses to place short-term securities on its behalf in the Euro-note market, which is broadly comparable - in concept rather than size - with the U.S. commercial paper market.

Nestlé/Carnation

It might be inferred from Nestlé's block-busting bid of nearly \$3bn for U.S. food group Carnation that the Swiss giant is a glutton for punishment. Scarcely a month has elapsed since the U.S. Federal Trade Commission barred Nestlé from a \$500m bid for a contact lens manufacturer on anti-trust grounds. Yet here is Nestlé, with U.S. food sales of about \$2bn, proposing to take over a food company with U.S. sales of \$2.5bn.

Oddly, this time it might be different. In the U.S. food market mere size is clearly not a barrier, as shown by the \$3bn, Beatrice/Esmark merger. And aside from condensed and evaporated milk there seem to be few overlaps in the two groups' U.S. operations.

Carnation has some obvious attractions for Nestlé. Nearly a quarter of Carnation's profits come from pet foods - a new but sensible departure for Nestlé - and whereas Carnation's weakness lies in its non-U.S. operations, Nestlé's case is the reverse.

In one sense the proposed merger is a mismatch - Nestlé is highly cash-generative, but so is Carnation, with a net cash pile of more than \$100m and rising. Since the deal is enough to drain even Nestlé's enormous coffers, however, the fact that this bid must mark an end to Nestlé's programme of major acquisitions is not lost on the London market, where the first reaction yesterday was to mark Rowtree's share price down by nearly 10 per cent.

Gatt members condemn U.S. move to restrict textile imports

BY ANTHONY MORETON, TEXTILES CORRESPONDENT, IN GENEVA

LEADING industrial countries yesterday joined forces with Third World textile exporting nations in demanding withdrawal of pending U.S. regulations to curb sales and trade by raising import duties.

The severe criticism of the U.S. decision, led by Canada, Japan, the EEC and 28 developing countries, was soundly rejected by the U.S. negotiator as they met in an emergency meeting of the 51-nation textile committee of the General Agreement on Tariffs and Trade (Gatt).

M Jean-Pierre Leng, chief EEC textiles negotiator, told the meeting the U.S. had not sufficiently thought through the consequences of its actions.

Its curb on imports are to go into effect on September 7. Some exceptions were made for curbs to begin on October 31, providing the goods were ordered before August 3.

The EEC plans to seek urgent bilateral talks with the U.S. Administration in Washington to discuss the matter, M Leng said.

Japan, which called for a postponement of the introduction of the

new rules, and Canada, which also wants bilateral talks, supported M Leng.

Mr Bob Shepherd, chief textiles negotiator at the U.S. trade mission in Geneva, replied that the changes were not contrary to the Multifibre Arrangement (MFA), the world agreement which governs most textiles trade. They were taken to close serious loopholes and violations of textile agreements, he said.

In an attempt to placate critics Mr Shepherd offered to talk to any country which believed it would be adversely affected by the new regulations.

The 28 developing countries for whom textile exports are vital, were in no mood to be placated, however, after hearing the swinging attack from Sig Sergio Helgado, the Mexican delegate, who presented their case. He called the U.S. action a violation of the spirit and letter of the MFA, "a dangerous precedent," a "flagrant violation" of previous assurances and likely to lead to a deterioration in the international environment.

Sig Delgado was condemning President Reagan's decision to introduce new rules on the country of origin designation which signifies where a shirt, pullover or dress has been made. MFA rules lay down that where changes in import rules are introduced the affected market should be given 60 days in which to consider the implications and lodge any objection.

Under pressure from the strong U.S. textile lobby in the approach to the November election, President Reagan short-circuited the rules and announced their introduction from September 7. He also said more detailed and stringent documentation would be needed in future to identify precisely where each part of an item had been made.

It is not uncommon for clothes to be made in a series of countries, with the last stage in the production process carrying the origin label.

The U.S. complains that this last stage is often artificially carried out in a country which has a liberal export quota to the U.S.

Carnation accepts \$2.89bn Nestlé bid

Continued from Page 1

by analysts yesterday as a good, or by some, a generous one.

Mr George Novello of E. F. Hutton said: "I think it is a clear signal that Nestlé was willing to pay any price to get further representation in the U.S."

Nestlé and Carnation, known universally as reticent companies, built their businesses on milk-based foods but have subsequently broadened their product mix. Thus although there are considerable overlaps, the acquisition of Carnation will give Nestlé a considerable strength in other markets including, for example, the booming pet foods sector.

Nestlé has made clear in the past couple of years that it was intent on expanding aggressively in the U.S. For a time, however, its plans appeared balked by a successful four-year-long boycott of its products in the U.S. spurred by a long-running debate over its marketing of baby-food products in the Third World. In January the boycott was ended after its proponents accepted that Nestlé had changed its marketing tactics.

Since then, the Swiss group's plans have fuelled a wave of takeover speculation on Wall Street. This year it has announced plans to spend \$85m on acquiring three companies. Its proposed \$313m pur-

| Recent Results Compared* | | | |
|--------------------------|-------|--------|--------|
| | Sales | Profit | Market |
| | \$bn | \$m | % |
| 1979 | 8.9 | 336 | 2.3 |
| 1980 | 10.1 | 281 | 3.2 |
| 1981 | 11.4 | 397 | 3.4 |
| 1982 | 11.4 | 453 | 3.4 |
| 1983 | 11.5 | 519 | 3.4 |

*At current exchange rates

searing up to tackle its U.S. performance. It will be hoping that Carnation, with a reputation for solid management and steady earnings growth will inject a new sense of purpose. Carnation's profits have risen without missing a beat for 23 years.

Although Carnation floated its shares on the New York Stock Exchange in 1980, its ownership is still dominated by insiders, including the Stuart family, who founded it in 1889.

This structure has led to questions over management succession. The company is currently run by Mr H. Everett Olson, 77, the first non-family member to head the company.

The company has been made additionally attractive by its strong balance sheet. It is reckoned to have around \$230m in cash at the end of the first quarter and has virtually no short-term debt.

Wall Street analysts yesterday were unanimous in regarding the \$3 billion bid as "a good one" for Carnation shareholders. Some suggested, however, that Nestlé was paying dearly for its overriding desire to expand its U.S. activities.

Based on 1983 earnings, the price represents about 15 times earnings. Some analysts think the company may earn almost \$7 a share next



Helmut Maucher, Nestlé managing director

year and regard the acquisition multiple of around 12 times projected earnings as reasonable for the sector.

The U.S. food sector has seen increasing merger and acquisition activity in the past few months - highlighted by Beatrice's \$2.8bn acquisition of Eszmark. In part this reflects the feeling that food stocks have been relatively cheap while providing a solid earnings stream in the event of a significant downturn in U.S. economic activity.

Calvet named new chief of Peugeot group

Continued from Page 1

which embraces the Peugeot and Talbot car marques.

The top management reshuffle comes at a delicate time for the private car group, currently involved in a big labour conflict over its decision to make 1,950 compulsory redundancies at Citroën.

Production at the large Citroën car plant at Aulnay-sous-Bois, in the outskirts of Paris, was halted for most of the day by labour strike.

The dispute at Citroën is developing into a serious test between the pro-Communist CGT union and the Socialist Government.

World Weather

| City | Temp | Wind | Cloud | City | Temp | Wind | Cloud |
|---------------|------|------|-------|-------------|------|------|-------|
| Amsterdam | 10 | 10 | 10 | London | 12 | 10 | 10 |
| Berlin | 11 | 10 | 10 | Paris | 13 | 10 | 10 |
| Bombay | 28 | 10 | 10 | Frankfurt | 11 | 10 | 10 |
| Buenos Aires | 18 | 10 | 10 | Hamburg | 10 | 10 | 10 |
| Calcutta | 30 | 10 | 10 | Kyoto | 18 | 10 | 10 |
| Canton | 28 | 10 | 10 | Lima | 15 | 10 | 10 |
| Cebu | 28 | 10 | 10 | Los Angeles | 18 | 10 | 10 |
| Colon | 28 | 10 | 10 | Madrid | 15 | 10 | 10 |
| Hankow | 28 | 10 | 10 | Mexico City | 18 | 10 | 10 |
| Hong Kong | 28 | 10 | 10 | Mumbai | 28 | 10 | 10 |
| Kobe | 18 | 10 | 10 | Nairobi | 18 | 10 | 10 |
| London | 12 | 10 | 10 | Rangoon | 28 | 10 | 10 |
| Lyons | 11 | 10 | 10 | Singapore | 28 | 10 | 10 |
| Manila | 28 | 10 | 10 | Tokyo | 18 | 10 | 10 |
| Medan | 28 | 10 | 10 | Washington | 15 | 10 | 10 |
| Osaka | 18 | 10 | 10 | Zurich | 11 | 10 | 10 |
| Panama | 28 | 10 | 10 | | | | |
| Perth | 18 | 10 | 10 | | | | |
| Port of Spain | 28 | 10 | 10 | | | | |
| Rangoon | 28 | 10 | 10 | | | | |
| San Francisco | 15 | 10 | 10 | | | | |
| Singapore | 28 | 10 | 10 | | | | |
| Sourabaya | 28 | 10 | 10 | | | | |
| Taipei | 28 | 10 | 10 | | | | |
| Tokyo | 18 | 10 | 10 | | | | |
| Yokohama | 18 | 10 | 10 | | | | |

Italy's discount rate raised 1 point

Continued from Page 1

However, there was an overall balance of payments deficit of L2,556bn (\$1.4bn) in the first seven months of this year, compared with a surplus of L2,784bn in the same period of 1983. The Bank of Italy now thinks there might be a current-account deficit this year of between L1,000bn and L2,000bn, instead of the small surplus or equilibrium forecast earlier.

Both the central bank and Sig Giovanni Goria, the Treasury Minister, are also concerned that lending by the banks to the private sector is running about 4 per cent over the monetary targets established at the beginning of the year.

They fear that the excess credit might lead to higher imports and imperil the decline in the inflation rate, which is now 10.5 per cent, compared with last year's average of nearly 15 per cent.

There are now official doubts that the Government's target of a 10 per cent average inflation rate for the year will be met. At the weekend, Sig Bettino Craxi, the Prime Minister, appealed on the radio to shopkeepers to hold down their prices.

Yesterday Sig Renato Altissimo, the Industry Minister, expressed the fear that the rise in the discount rate would "put a brake on the weak recovery under way."

Shares fell back by an average of about 1.5 per cent on the Milan Stock Exchange, with the main private-sector industrial groups particularly affected.

The dollar meanwhile reached a new record against the lira, breaking the 1,800 barrier to be fixed at L1,802.50.

The first sign that the authorities were worried about the way Italy's recovery was going came late in July, when the bank of Italy imposed a freeze on the total level of debt that Italian banks may incur abroad, after a rise of \$2.1bn in the banks' net foreign indebtedness in the first six months of the year.

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SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Wednesday September 5 1984

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Bofors to take control of KemaNobel

By Kevin Done in Stockholm
 BOFORS, the Swedish armaments group, is taking control of KemaNobel, the country's largest chemicals concern, in a deal worth nearly SKr 3bn (\$361m).
 The new group, with combined annual sales of more than SKr 10bn, will become one of the top 20 industrial corporations in Sweden.
 Bofors, which had built up a 38 per cent interest in KemaNobel in the last two years, said yesterday it had agreed to buy SKr 1.5bn the 33 per cent KemaNobel stake held by the Wallenberg investment companies Investor and Providentia.
 The sale is the latest move in a continuing shake-up of the formidable Wallenberg holdings in Swedish industry, which have come under increasing pressure since the death of Dr Marcus Wallenberg two years ago.
 The Wallenberg group, in which Investor and Providentia are the main players, recently wrested back from Volvo control of two of its leading companies, Stora Kopparberg, the forest products company and Atlas-Copco, the engineering group in deals worth more than SKr 3bn.
 It has been unable, however, to recover its dominant role in KemaNobel, which it lost more than two years ago when Mr Erik Penser, the UK-domiciled Swedish financier, bought his way into the company. Yesterday's deal set the seal on the withdrawal of the Wallenberg interests and the emergence of Mr Penser as a leading force in Swedish industry.
 Mr Penser, a former Stockholm stockbroker, controls a holding of about 60 per cent in Bofors through Carnegie, Asken and Yggdrasil - investment companies in which he holds substantial stakes.
 The deal will give Bofors direct control of 70 per cent of the KemaNobel equity and 72 per cent of the votes. In addition it is offering to take over the remaining shares in the company at SKr 520 per share - the price paid to Investor and Providentia. The purchase price represents a 30 per cent premium over the last KemaNobel share price quoted before trading was suspended yesterday.
 As an alternative to the cash offer KemaNobel shareholders are being offered three year debentures paying 14 per cent interest or six year convertible debentures paying 8 per cent interest, with a warrant to purchase one Bofors share at SKr 500 per share for each KemaNobel share.
 Bofors, which had sales of SKr 4.57bn last year, has suffered from sharply falling profitability in the last three years as armaments sales have fallen, leaving the group with marked overcapacity.
 It has been seeking to reduce its dependence on the armaments industry, which last year accounted for about 44 per cent of turnover compared with 50 per cent in 1979, by expanding into other fields - chiefly chemicals, electronics and pharmaceuticals.
 By contrast KemaNobel has completed the major steps of a far-reaching restructuring programme designed to take it out of basic petrochemicals and plastics materials and into speciality chemicals and consumer products.
 It made sales of SKr 5.78bn last year and more than doubled its profits (after financial items) to SKr 557m.
 There could be scope for a restructuring of the two groups' interests, particularly in explosives, but Bofors stressed yesterday the KemaNobel units would continue to enjoy a large degree of independence.

David Housego in Paris looks at government attempts to revitalise industry

Fives-Lille to put Creusot back on its feet

IF FURTHER proof were needed of the readiness of France's Socialist Government to be ruthless in restoring the competitiveness of French industry, it lies in the decision to give Fives-Lille the leading role in the salvaging of Creusot-Loire.
 Fives-Lille, the holding group for heavy equipment manufacturer Fives-Cail Babcock, came close to bankruptcy itself in 1982. It has since kept its head above water through the depressed markets of two oil shocks by strict financial management and by pruning back its labour force - criteria that Creusot-Loire was slow to follow.
 The group boasts virtually no long term debt and cash reserves of close to FFr 1bn (\$113m). It points with satisfaction to the record of Fives-Cail Babcock, which had by November of FFr 1bn in 1975 and a labour force of 7,000. By 1983 turnover had more than doubled to FFr 2.3bn, while the labour force had been almost halved to 3,750. It is precisely this record that alarms the trade unions at Creusot-Loire, which will have their first formal contact with Fives-Lille tomorrow.
 Fives-Lille (the odd sounding name comes from the suburb of

| | 1979 | 1980 | 1981 | 1982 | 1983 |
|--|-------|-------|-------|-------|-------|
| Turnover | 3,285 | 3,524 | 3,907 | 4,145 | 4,239 |
| Exports | 1,430 | 1,371 | 1,428 | 2,332 | 2,327 |
| Net profits (FFr excluding minority interests) | .85 | .86 | .106 | .103 | .86 |

Lille in Northern France where the company began producing steam engines in 1801) counts itself as the number two heavy engineering concern in France. But with a consolidated turnover of FFr 4.2bn last year, it came a long way behind Creusot-Loire, which had sales at parent company level in 1983 of FFr 6.2bn and a consolidated group turnover of FFr 17bn.
 As an international process plant manufacturer, it is well down the league of the major multinational concerns. But unlike Creusot-Loire, which ran up a steady stream of losses in recent years, Fives-Lille has remained in the black with a profit last year (less minority interests) of FFr 96.6m.
 About half of Fives-Lille's activity comes from sugar and cement equipment manufacture - the company is fond of saying that a "sugar plant is not put up in the world without us being consulted." A further 15-20 per cent is derived from the manufacture of boilers for thermal power stations, about 8-10 per cent from handling and hoisting equipment, and 10 per cent from equipment for mechanical ore dressing.
 Exports generate about 50 per cent of sales. Like Creusot-Loire, Fives-Lille's most serious problem at the moment is the depressed state of orders from developing countries because of their financial problems.
 Fives-Lille sees its main activities as complementing those of Creusot-Loire. It rejects the accusations of the unions and management at Le Creusot that it is a competitor of the group pouncing on an opportunity to seize its exports markets.
 The only area in which Fives-Lille believes it competes with Creusot is in steel equipment manufacture (where Creusot's subsidiary Clecin is a rival of Fives-Lille's steel division) and to some extent, armaments manufacture. But Fives-Lille has no experience of nuclear or hydraulic equipment which

company quoted on the bourse it would take no risks that jeopardised its shareholders' interests. Among the conditions it set were the shedding of a large number of subsidiaries and 2,500 redundancies which the Government has accepted. The slimmed-down Creusot-Loire being taken over by the new consortium in which Fives-Lille has a 25.5 per cent stake will have a turnover of about FFr 3bn.
 Fives-Lille believes that it will further need to cut costs at Creusot and to trim overhead expenses. But it sees no reason why the purge it has imposed on itself should not work at Creusot-Loire and it thinks that the group can be made profitable again.
 Fives-Lille has little to lose in the venture. Its financial risk is limited to its share of the FFr 250m starting capital for the new company in which the other shareholders are Framatome, the nuclear power concern, Unimin, the state-owned steel company and a number of nationalised banks. A strong reason also for Fives-Lille's contributing to the rescue operation was to prevent Creusot-Loire from being salvaged through additional state support, that could have transformed it into a dangerously privileged competitor.
 Nonetheless, its entry into Creusot-Loire does represent a major departure for a company that has followed a policy of prudence. Its recent acquisitions have been of small to medium scale equipment manufacturers such as Pierre Guerin which specialises in installations in the dairy industry, and Syprim, manufacturers of single load continuous handling operations. The logic has been to extend more intensively in the difficult market for international turnkey projects.
 Fives-Lille also carried out an unexpected diversification last year when it brought a majority stake in NASA, a French distributor of consumer electronic products. Fives-Lille believed that it needed another bow to its string.
 The Fives-Lille group is a product of successive mergers. In 1982 it linked up with SFCM to form the Fives Lille-Cail company. Fives-Cail Babcock was created in 1973 out of a merger between Fives-Lille, Cail and Babcock Atlantique. It represents about two thirds of consolidated group profits.

Massey out of the red in quarter

By Bernard Simon in Toronto
 MASSEY-FERGUSON, the Canadian farm, industrial machinery and diesel engine manufacturer, sustained its return to profitability in the three months ended July 31, posting net earnings of U.S.\$1.31m compared with a U.S.\$11.3m loss in the same period last year.
 Mr Victor Rice, chairman, said the short-term outlook for farm machinery remains "seriously depressed." Mr Rice warned earlier this year that the prospects for continued profits are clouded. Massey-Ferguson's return to profitability has been due largely to a dramatic cut in the company's size. Some 15 plants have been closed in North America and the company's workforce shrunk from 67,000 to 23,000.
 Income for the first half of the 1984 fiscal year reached U.S.\$9.8m or 3 cents a share, following a U.S.\$29.2m loss, equal to 43 cents a share in the last year's first half. The company, which has been kept afloat in the past few years by refinancing agreements with over 200 creditors, has suffered losses totalling almost U.S.\$800m since early 1981. Its first-quarter profit of U.S.\$2.4m was the first in three years.
 Sales in the latest quarter rose 1.4 per cent to U.S.\$407m, thanks largely to a 39 per cent increase in sales by the engine division, which includes Perkins Engines and the diesel engine division of Rolls-Royce, acquired earlier this year. A Massey-Ferguson official said the rise was due to the general economic recovery in North America and the impact of the Rolls-Royce purchase. Engine sales totalled U.S.\$39m in the second quarter.
 The company's sales in North America increased by 11 per cent in the second quarter to U.S.\$155m. Demand for small tractors improved, but was offset by the depressed market for combine harvesters and large tractors. European sales declined by 12 per cent to U.S.\$149m, reflecting lower farm support prices.
 No decision has yet been taken on the future of the loss-making combine and tractor plants at Aprilia, Italy and Marquette, France.

Farmitalia profit up strongly in first half

BY JAMES BUXTON IN ROME
 FARMITALIA Carlo Erba, the leading Italian pharmaceuticals company, yesterday reported substantial rises in sales and after-tax profits in the first six months of this year.
 The Milan-based company, which is part of the Montedison group, reported sales of L396bn (\$172m) for the parent company, Farmitalia Carlo Erba Spa. This represents a rise of 20 per cent.
 After-tax profits were also up by about 20 per cent over the period, but no figure was given.
 The Farmitalia Carlo Erba group as a whole reported sales of L430bn in the first half, a rise of 16 per cent. Some 68 per cent of the total was registered outside Italy.
 Farmitalia Carlo Erba is controlled by Erbamont NV, a company registered in the Netherlands Antilles, which was established last

Fresh aid for Arbed approved

By Rupert Cornwell in Bonn
 THE SAARLAND state government yesterday approved a further DM 112m (\$39.1m) of public aid for the chronically loss-making Arbed Saarstahl steel concern, which is due to turn in another big deficit this year.
 The new financial help, contained in a supplementary budget due to go before the region's parliament this week, brings total subsidies for Arbed Saarstahl, a subsidiary of Arbed of Luxembourg, to over DM 210m for 1984.
 The local and federal governments had committed themselves to providing DM 100m of relief. The new assistance takes the form of DM 77m of direct aid, plus part of the proceeds of sale of company property, to be acquired by the Saarland government.
 According to Herr Werner Zeyer, the region's prime minister, the company will carry out a shakeup of top management and strengthen co-operation with Dillinger Hütte, Saarland's second largest steel concern, which is controlled by the state-owned Sacilor group of France.
 Arbed Saarstahl, which has several times been on the verge of collapse, has received an estimated DM 3.25bn of direct and indirect public support since 1978. But local politicians now maintain that the company's survival is no longer at stake.
 However it is committed, under the last rescue measures grudgingly approved by Bonn, to slash its workforce by over 4,000 from the present level of 18,000 by the end of 1986.

Vallourec links with Sumitomo to manufacture special joints

BY PAUL BETTS IN PARIS
 VALLLOUREC, the leading French steel tube manufacturer, has teamed up with Sumitomo of Japan to manufacture and market special joints for oilwell tubes in the U.S.
 The French company, the world's sixth largest manufacturer of tubes, said yesterday it had formed a joint venture in Houston, Texas, with SMI Oil Field Services, a subsidiary of Sumitomo Metal Industries, and with SC Pipe Services, a subsidiary of Sumitomo Corporation.
 The joint venture, 51 per cent held by Vallourec, 34 per cent by SMI Oil Field Services and 15 per cent owned by SC Pipe Services, has been created by the acquisition of the joints manufacturing assets of Otis engineering corporation, a subsidiary of the U.S. Halliburton oilfield services group.
 The French company said the assets acquired from Otis were valued at about \$30m. They include manufacturing, testing and research and development facilities near Houston airport and a marketing network in the U.S.
 Otis had acquired a licence from Vallourec to manufacture the French company's VAM family of joints for oilwell piping, but the Halliburton subsidiary decided to sell its joint operations as part of the group's divestment strategy to concentrate on the oilfield completion and services industry.
 The joint venture with the Sumitomo subsidiaries, which has been named VAM-PTS, is part of Vallourec's current strategy to concentrate on the tubular energy market and increase its presence in the U.S. The company, whose earlier policy had been to sell the licence of

French utility's debt to peak at FFr 250bn

BY OUR PARIS STAFF
 ELECTRICITE de France (EdF), the French state electricity utility and one of the country's largest borrowers, expects its overall level of debts to peak at FFr 250bn (\$28bn) during the next five years.
 The utility's debts totalled FFr 189bn at the end of last year. It needs to raise FFr 20bn this year and next year in fresh money (new borrowings less principal repayments) to finance its investment programme.
 EdF indicates that these fresh money needs are expected to fall to FFr 6.5bn in 1986. This substantial decline is tied to the drop in the utility's nuclear power investment programme.
 It expects to reduce its losses considerably this year to about FFr 1bn after deficits of FFr 5.7bn in 1983 and FFr 7.9bn in 1982.
 The utility also indicates that, on the basis of electricity rate increases equal to the rise in annual inflation, its total level of debts in constant money could start declining in two to three years' time.

El Al back in black on operations

By Davin Lennon in Tel Aviv
 EL AL, Israel's national airline, made a small operational profit in the 1983-84 fiscal year, the first time in six years, but sustained overall losses of \$14m, which pushed the total accumulated debt up to \$340m.
 The \$1.6m operational profit was very welcome to the management of the airline, which was grounded for four months in 1982-83 by an industrial dispute. It is still in the hands of a temporary liquidator.
 Mr Rafi Harlev, the director-general, said that the company could be profitable but the airline had to pay over \$30m in interest in its huge accumulated debt from former years. But, thanks to a \$15m gain from exchange rate increments, El Al's losses last year were only \$14m.
 Another source of lost revenue is the government ruling that the airline is no longer permitted to fly on Saturday. Mr Harlev said that, while no exact figures were available, estimates of losses because of the sabbath ban range as high as \$30m yearly.
 Revenue last year was down 9.3 per cent to \$434m, while operational expenses were slashed by 27 per cent to \$449m.
 The company flew 1.6 per cent fewer passengers last year but maintained occupancy at just over 70 per cent. Cargo load went up by 11.6 per cent to 115,000 tonnes.
 While Mr Harlev said he was pleased about the operational profits, he was worried about the huge accumulated debt, which would take years to wipe out unless the government found a solution to the problem.

Lonza sales rise 15%

BY JOHN WICKS IN ZURICH
 LONZA, the Swiss chemical group which is controlled by Alusuisse, reports a 15 per cent increase in sales for the first half of 1984 and says that all its operating divisions were in profit.
 Sales for the half year totalled SwFr 816m (\$338m). Although group sales are expected to show little change during the current six months, parent company profits will show a "healthy" increase, Lonza says.
 Fixed-assets investments will amount to some SwFr 120m in 1984, compared with SwFr 101m last year.
 The company has just completed the first expansion phase of its fine-chemicals plant in Visp, near Brig, at a cost of SwFr 80m, as well as a SwFr 20m residue incinerator.

Strong recovery for VMF-Stork at midway

By Our Financial Staff
 VMF-Stork, the Dutch engineering and food processing group which had to be propped up with government money three years ago following a string of losses, reports a strong recovery over the first half of 1984.
 Net profits for the six months emerge at Fl 7.1m (\$2.10m) against Fl 3.6m a year earlier. Operating profits have risen from Fl 13.9m to Fl 16.4m, and the group confirms that its results for the full year will show a clear improvement over 1983.
 Last year net profits totalled Fl 9.9m, having risen from Fl 7m in 1982. Between 1978 and 1980, Stork ran up losses totalling Fl 140m and was forced to turn to the Dutch Government for financial aid.
 Orders received for the first 32 weeks of 1984 total Fl 1.2bn, marginally ahead of the Fl 1.1bn of a year earlier. In 1983, orders received stood at Fl 1.8bn.

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AKZO WARRANTS AKZO 1983

The undersigned, trustee for the above-mentioned warrants herewith gives notice that in accordance with the stipulations of the relevant trust agreement the following additional receiving agents have been appointed:

Deutsche Bank, Frankfurt/Main, Germany
 Generale Bankensachappij, Brussels, Belgium
 Banque Generale du Luxembourg, Luxembourg, Luxembourg
 Luxembourg
 Barclays Bank, London, England
 Midland Bank, London, England
 Lazard Freres & Cie, Paris, France
 Creditanstalt-Bankverein, Vienna, Austria
 Schweizerische Kreditanstalt, Zurich, Switzerland.

Warrants may be delivered for the execution of its option rights with the forms, together with payment of the amount in the terms and conditions described in the above-mentioned trust-agreement.

The Trustee:
 Amsterdam, 31st August 1984
 NEDERLANDSCHE TRUST-MAATSCHAPPIJ B.V.

All these Securities having been sold, this announcement appears as a matter of record only.
 New Issue
 September, 1984

Nikon

NIPPON KOGAKU K.K.
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 (Incorporated with limited liability under the laws of Japan)

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INTL. COMPANIES and FINANCE

This announcement appears as a matter of record only.

Commercial Paper Programs

for

Consolidated Foods Corporation

and

Consolidated Foods Credit Corporation

MORGAN STANLEY & CO.
Incorporated

August 29, 1984

First-half earnings at Santos up 56%

By Lachlan Drummond in Sydney
SANTOS, the Australian oil and gas group, increased net earnings by 56 per cent in the half year to June 30 and has also reported a A\$70.4m write-off against its investment in Reef Oil to bring the new subsidiary into line with group accounting practices.
Net earnings for the half year came to A\$29.5m (U.S.\$15.7m) compared with A\$18.53m, the pre-tax total having advanced from A\$29.3m to A\$44.3m. Sales for the six months were sharply ahead from A\$60.7m to A\$101.2m as volumes built up in the now completed A\$1.5bn Cooper Basin liquids project.
The interim dividend is up from 6 cents to 7 cents a share and will absorb A\$10.75m compared with A\$9.2m, although shares from the recent one-for-four rights issue will not rank for the payment.
The A\$70m write-off against the valuation of the group's investment in Reef Oil compares with the A\$85m paid by Santos to secure the fellow Cooper Basin oil and gas group. Santos is currently bidding A\$105m for Alliance Oil Development, another Australian oil explorer, although its offer of 90 cents a share has been consistently over-bid in the sharemarket.

Singapore SE announces public listing criteria

BY CHRIS SHERWELL IN SINGAPORE

THE SINGAPORE Stock Exchange, Asia's second largest after Tokyo, has for the first time detailed the criteria used to assess company applications for a public listing.
The announcement came in response to numerous complaints from frustrated executives, bankers and analysts, who have been unable to explain why several hopeful companies have failed to win a quotation over the past 18 months.
The issue has raised questions about the government's view of the stock market's role and about the prospects of Singapore becoming a full-fledged international financial centre.
The criteria, says the Exchange, have been arrived at after consultations with the Securities Industries Council which is dominated by the Monetary Authority of Singapore.
According to the criteria, a company seeking listing should have:
● A five-year track record with profits for the latest three, preferably on an increasing trend. A recent substantial acquisition with an unsatisfactory earnings record might well cause the enlarged company to fail in its bid.
● Good management and a stable track record if the company is in an industry where growth has levelled out, but the company should preferably be in a growth industry. It would also be expected to pay a reasonable dividend in its first year.
● No working capital shortfall, all its directors' debts settled

and a debt-equity ratio in line with the industry-wide level. Net tangible assets per share should be no less than the share's par value; surpluses from plant and equipment revaluations would not count.
● Management continuity, or at least demonstrable expertise. Character and integrity will "always" be relevant, and there should be no conflicts of interest between company and directors.
The exchange says that a holding company will not be listed if an already listed subsidiary controls more than half its profits or net tangible assets.
Overriding all this, however, is a catch-all statement that the Exchange reserves the power to turn down an application without giving reasons, even if all the criteria seem to be met.

Sime Darby pays \$98m for stake in UEP

By Wong Sulong in Kuala Lumpur
DAHM ZAINUDDIN, who is in the process of winding up his extensive business interests after being made Malaysia's Finance Minister last July, has secured yet another corporate coup with the announcement yesterday that two companies under his control are to sell a substantial stake in United Estates Projects to Sime Darby for 227m ringgit (US\$98m).
Under the deal, Sime will acquire 64.72m shares in UEP, representing 32 per cent of the property company, from Peremba and Baklimu in exchange for 97.03m new Sime shares.
The deal with Sime appears to be extremely advantageous to Peremba and Baklimu for two reasons.
First, the basis for the share exchange is two UEP shares (with a current market value of 6.52 ringgit) for three Sime shares (with a current market value of 7.02 ringgit).
Secondly, UEP's assets have been revalued recently, while Sime's assets, which have not been revalued for the past five years, are grossly undervalued, particularly its extensive plantations.
During the past year UEP shares have nearly doubled in value, while Sime shares have remained stagnant.

Downturn for Jurong Cement

JURONG CEMENT, one of five cement producers to benefit from fast-growing Singapore's construction boom, announced higher full-year profits yesterday but expects a disappointing performance in the current year, report Chris Sherwell.
Its forecast points to a turnaround for the whole sector, because of "dumping" by overseas manufacturers, a hefty tariff on exports across the causeway to neighbouring Malaysia, and a slowdown in construction locally.
The group reported a net operating profit of S\$10.49m (US\$4.8m) for the year to March, up 34.7 per cent on the

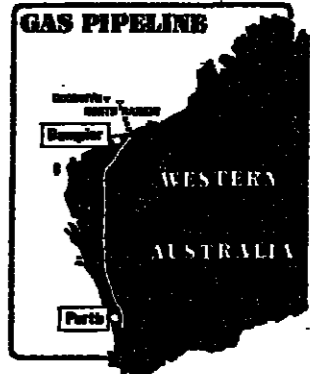
previous year's S\$7.78m. Turnover rose 10.1 per cent.
However, an accompanying breakdown of the figures shows that, while net operating profit for the first half of the year was 84.7 per cent higher than twelve months earlier, it actually dipped by 1.75 per cent in the second half.

North West Shelf project comes on stream

BY MICHAEL THOMPSON-NOEL IN KARRATHA

ONE OF the world's biggest energy projects, the A\$1.2bn (US\$550m) North West Shelf natural gas project, officially came on stream yesterday, marking yet another landmark in Australia's development as a major energy supplier.
In a brief yet colourful opening ceremony at Karratha, near Dampier, on the Burrup Peninsula on Australia's remote north west coast, Mr Brian Burke, the Premier of Western Australia, officially inaugurated a project that has taken 21 years, plus some blood and tears, to bring to fruition.
Initially, Australia's largest resource project will supply up to 10.9m cubic metres of natural gas daily to the domestic Western Australian market, sharply reducing the state's dependence on imported liquid fuels.
Later, in its second phase, the North West Shelf project will produce up to 6m tonnes of liquefied natural gas (lng) annually for sale to Japan, plus large quantities of condensate. Earlier plans to extract and market liquid petroleum gas are now likely to be abandoned.

The most feted guests at yesterday's ceremony were 20 representatives of the eight Japanese power and gas utilities that have signed memoranda of intent to buy the lng. The utilities have not yet signed on the dotted line, meaning that the unlit of clouds still hovers over the project A\$3.5bn export phase.
However, concern among the partners on this point is minimal, since Mitsui and Mitsubishi, the Japanese trading houses, said on June 30 that they had decided to take a joint one-sixth stake in the export phase, involving a capital investment of about A\$1.5bn over the 20-year life of the project.
Five other partners hold equal stakes in the export phase: Woodside Petroleum, the project's key partner and operator; BHP Petroleum, a subsidiary of Broken Hill Proprietary, Australia's largest company; Shell Development (Australia); BP Developments Australia; and Chevron of the U.S.
The five also hold varying stakes in the project's domestic phase. Shell and BHP also own direct and indirect stakes in



Woodside, which controls 50 per cent of the initial phase.
Yesterday, the word was that the eight Japanese utilities expected to sign contracts for delivery of lng by the end of this year.
However, deliveries may not start until 1990, against an earlier target of 1988.
Dressed formally, in spite of the heat, the Japanese delegates at yesterday's ceremony revelled in the atmosphere of a typically Australian occasion.
There was a jazz band, speeches, and balloons. Later, 250 guests, with the Japanese power representatives again to the fore, lunched on oysters, Pavlovas, and champagne.
Behind a platform on which the signatories sat, gleamed the project's Withnell Bay gas treatment plant, which receives gas from the massive North Rankin "A" platform, 130 km offshore in the Indian Ocean.
It is 21 years since Woodside, then a small Australian company, won the rights to explore for oil over an area of 367,000 sq km of the North West Shelf.
Instead of oil, Woodside found vast reservoirs of natural gas, in a wild and remote area subject to cyclones. In 20 years the joint ventures drilled 74 exploration wells and 12 field appraisal wells at a cost of A\$550m.
The area's proven recoverable reserves currently stand at 352bn cubic metres of natural gas, and 524m barrels of condensates, though profits are not expected to be large until the export phase is under way.
Natural gas from the project started arriving in Perth on August 16 through a A\$925m, 1,500 km pipeline, and is expected to supply about 40 per cent of Western Australia's energy needs by 1993. At plateau delivery rates, the lng phase will establish a new Australian export industry with earnings broadly equalling those of wheat or wool.

New Issue
September, 1984

All of these securities having been placed, this announcement appears for purposes of record only.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
Washington, D.C.

U.S. \$ 200,000,000
12½% U.S. Dollar Notes of 1984, due 1994



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New Issue

September, 1984



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FINANCIAL TIMES SURVEY

Wednesday September 5 1984

Out-of-town shopping centres have become increasingly popular with both customers and retailers anxious to avoid the congestion of High Streets. Local authorities' attitudes have also changed.

Hypermarkets and Shopping Centres

Choice sharpens competition

By David Churchill

SHOPPING CENTRES, hypermarkets and superstores all have one common denominator in British retailing in the 1980s: trading conditions are extremely competitive.

Yet there appears to be a growing trend among both consumers and major retailers away from the in-town shopping centre and towards the out-of-town superstore, which means still stronger competition for the shopping centre retailer.

Jan McLaurin, deputy chairman of Tesco Stores, makes it clear that Tesco "does not want to become involved in any new town-centre developments."

Lord Siefz, who retired recently as chairman of Marks and Spencer, also indicated before his retirement that his company was looking to out-of-town sites as a means of further expansion.

His successor, Lord Rayner, has made clear that this new policy would be continued. "Unless there is a change of attitude by some local authorities, the importance of the High Street in some localities will decline," he says.

Marks and Spencer clearly

has no intention of completely forsaking its prime High Street locations, but its willingness to consider out-of-town options on even a limited scale amply highlights the problems facing shopping centres.

The key difficulty is "over-shopping." "In real terms, the UK is now overshopped almost everywhere. We now have competition not only among brands but among places," says Mr Rodney Fitch of the Fitch and Co design consultancy, which has emerged as one of the most significant influences on the 1980s retail scene.

With some 50 modern shopping centres in the UK—and a further 50 under construction—Mr Fitch estimates that "80 per cent of the population now live within a 15-minute drive of two."

When shopping centres first began to be developed in the UK they could rely on having a near-monopoly of this type of retailing in their catchment area. Now customers can choose between one centre and another, between old and new centres, and select the one that offers them the best shopping.

This choice applies not only to customers: retailers can be more selective in deciding where to open a new shop.

The battle among the shopping centres for both customers and retailers has put a new emphasis on refurbishment. Many centres developed in the 1960s and early 1970s are now past their prime and are having to be refurbished or redeveloped.

Sterling Guarantee, for example, has just spent £1.1m on revamping the image of its Ardale Centre in Wandsworth, South London, which was completed in 1971. Plans are also under way to spend £2.3m on the re-roofing and re-equipping of the much smaller Kingsway centre in Newport, Gwent, built in 1967.

Other important refurbishments include Land Securities' expenditure of about £1.5m on enclosing the pedestrianised precinct at East Kilbride.

Approach

Laing Properties is reported to be conducting a major public relations exercise with the people of Blackburn to determine the best approach to refurbishing the 1971 completed shopping centre there.

Yet refurbishment alone is not the answer. "There needs to be a new approach to shopping centre development and management," argues Mr Fitch. "No longer can centres be conceived in purely architectural or geographical terms."

Instead, the way forward for shopping centres must be consumer-led, with an emphasis on innovation and an eye to customers' changing needs.

Such a way ahead can be achieved, if U.S. experience is anything to go by. The Americans have shown the way with their exciting shopping malls and food courts. They all know that shopping is a leisure activity—the longer you keep the customer the more he will spend," says Mr Fitch.

"Add excitement and theatre, plus creative management and the rewards can be high," he adds. The importance of an exciting environment for a shopping centre can be illustrated by the Quincy Market in Boston, Massachusetts, and the Covent Garden Centre in London. They both recognise that shopping is indeed a leisure activity in which people's needs are tackled on to an important part of social life, including entertainment, eating out, chatting and relaxing.

Attracting retailers is as important as attracting the public. "Just as many pre-recession markets are not re-emerging in their old forms, so retailers will not return automatically; their new marketing concepts may no longer harmonise with the old locations," says Mr David Peek of the developers David Peek Associates.

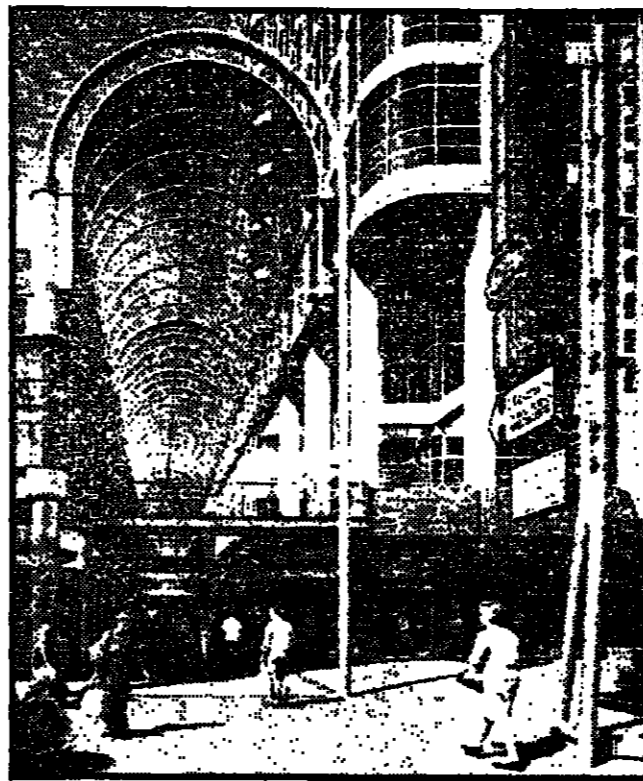
"Retailers must be drawn back into the shopping developments—wood, enticed, incentivised, call it what you will. In other words, the winning developers are those who go out and find their tenants actively and help to attract business to those tenants' doors," he emphasises.

One reason why some retail-

ers have forsaken the shopping centres is the limited access for consumers with cars. "The car parking problem in town centres is simply appalling," says Mr MacLaurin. "All our surveys of consumers show that they don't like multi-storey car parks. They prefer to park at street level."

"Where local authorities have recognised the need for cars for shopping and worked with retailers to improve parking facilities and good access roads, the public continue to prefer to shop in the High Street," says Lord Rayner. "Unfortunately, the response by some local authorities to the needs of the shopping public is inadequate."

The trend to hypermarkets and superstores is revealed by figures prepared by the Unit for Retail Planning Information. It calculates that there are now some 279 such stores in the UK and that 240 of them are superstores and 39 hypermarkets open and trading. In 1978 there were just 146 such stores. A superstore is defined as a single-level, self-service store selling a wide range of foods or a mixture of foods and non-foods. It must comprise at least



The Brunel Centre in Swindon: a modern shopping mall

IN THIS SURVEY

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The Unit's analysis of store openings under its definitions (which do not always agree with retailers' own definitions and figures) show that Asda has the largest number of stores in this sector with 71 open at the end of 1983 followed by Tesco with 54.

The Dee Corporation has shown the greatest growth in the number of stores as a result of its acquisition of Key Markets to join with its "Carrefour" and "So-Lo" stores.

Perhaps the most surprising trend identified by the Unit is the fact that no new hypermarkets were opened last year and that the number of hypermarkets with planning permission—five—is significantly less than the 43 superstores with planning permission.

"The trends in this sector suggest that we are less likely to see very large stores of hypermarket proportions being built in the future," it comments.

One of the key factors in superstore development is the granting of planning permission. This, particularly, is the key element in the growth of large stores in the South-east. The stockbrokers Quilter Goodison point out that several factors "have been responsible for retailers' recent successes in securing planning permission after years of seeming intransigent resistance from southern local authorities with vested interests in central shopping to protect."

As a result of new developments in the past few years in the south-east—which has long been under-served in respect of superstores—the region now accounts for nearly 30 per cent of the total number of such stores open and trading.

"Perhaps the most significant trend is the increase in the number of stores in Greater London, with a total of 11 open and trading at the end of 1983 compared with only five at the end of 1981," the Unit says.

Not all retailers, however, are happy with the way they are treated over planning permissions. "An unprecedented number of the appeals we made to the DoE were rejected in 1983, in many cases for reasons which should lie outside the proper exercise of planning control," says Sir John Sainsbury, chairman of J. Sainsbury.

"The function of the planning system is the limited one of regulating the use of land in the public interest, not deciding who should compete with whom or whether the public 'need' another supermarket."

Freedom of choice

Sir John points out that with the adequate protection of the environment "the public can only gain from more choice of stores and the greater competition thereby generated. Too often, recently, it has appeared that the planning authorities have been concerned with protecting the status quo rather than allowing the shopper freedom of choice."

"After all, it is not the housewife but the trader who loses out if he mistakenly sites a new store when one is not needed."

If, as seems likely, the planning authorities give Sir John's message then the increase in out-of-town stores is set to continue, with 800 or so established by the early 1990s.

Mr John Richards, a senior retail analyst with stockbrokers Capel-Cure Myers, suggests that one key element to the future prospects for shopping centres and superstores will depend on Marks and Spencer, which has for long been the store that most smaller retailers want to be sited close to in the average High Street.

"If Marks move into out-of-town sites it will be interesting to see how many retailers will jump on the bandwagon and follow them," says Mr Richards.

THE EIGHTIES

1980: London's first superstore with surface level parking opens - Asda Park Royal. It is now one of four in Greater London, with a fifth, Charlton, opening later this year.

1980: Asda starts the first joint enterprise with beef producers at Caithness in Scotland. The aim: to deliver a better and more consistent product.

1982: Asda takes the initiative to liberalise Sunday trading, being the first multiple retailer to support public demand for reform.

1983: Asda introduces superstore shopping to London's Dockland as the centre piece of a major programme of urban renewal.

1984: In response to increasing consumer use of credit cards, Asda becomes the first multiple grocer to accept Access and Visa cards on everything in the store.

THE SEVENTIES

1974: Asda pioneers a new approach to pricing with a consistently low price across the whole range, nationwide. 'Asda Price' has since become synonymous with good value.

1979: At Asda, Aston Villa, for the first time in the UK, a leisure and sports complex is built as part of a superstore development.

THE SIXTIES

1965: Asda introduces to Britain a new and better way of shopping with the opening of its first superstore in Crossgates, Leeds.

Most people would settle for our past. What excites us is the future.

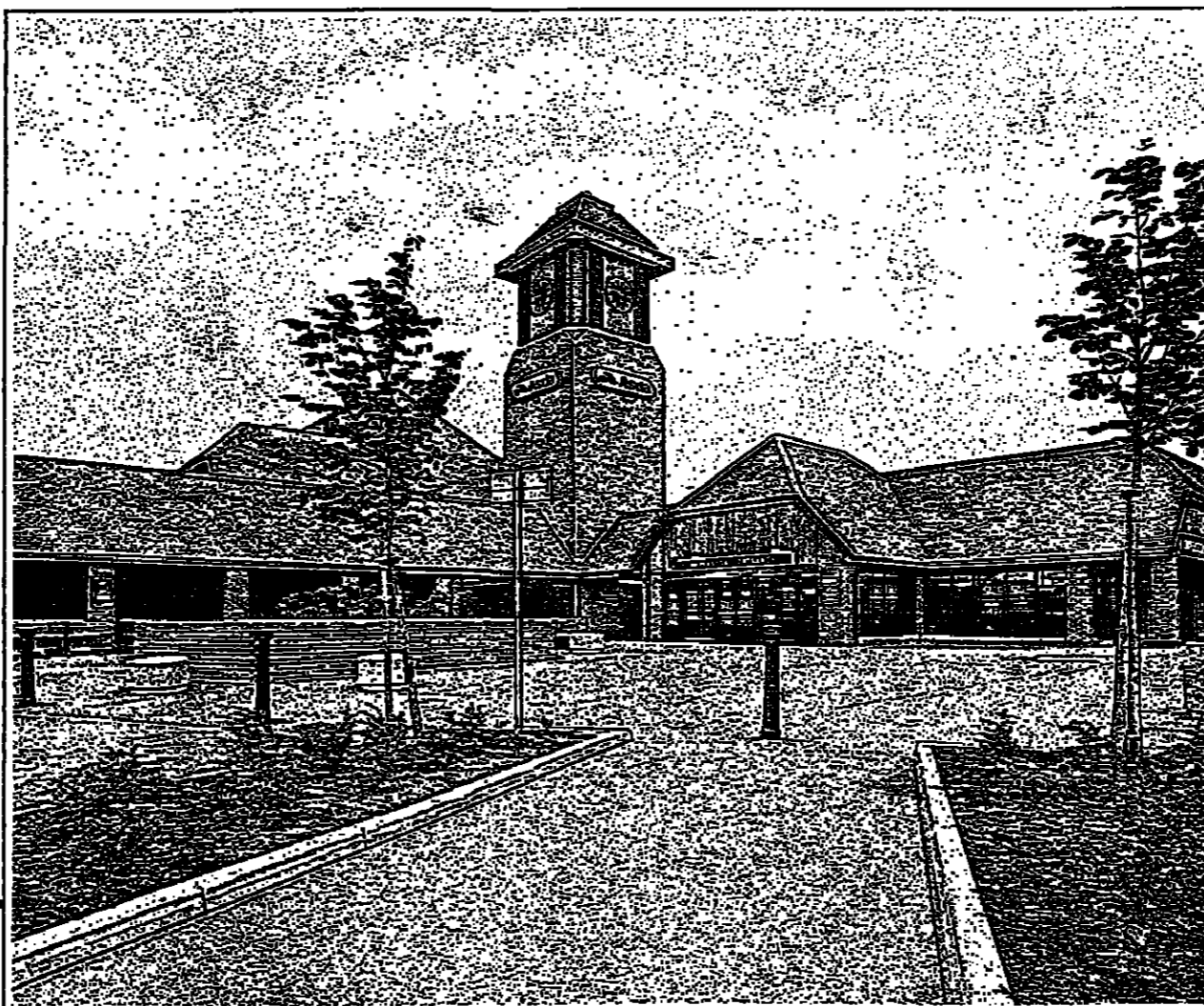
Just 19 years ago, Asda introduced a revolutionary new concept to this country.

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Naturally it has not gone unrewarded. In fact we have enjoyed overwhelming success.

From Plymouth to Aberdeen. From Wakefield to High Wycombe.



Indeed, our 100th superstore opens later this year in Charlton.

Yet for all our past achievements our vision is for the future.

Developing and implementing fresh ideas. Identifying and responding to changing needs.

Enhancing our reputation as innovators in the products we sell; in the service we offer; in the very style of the properties we build.

And because of this pioneering spirit, we believe the future belongs to us.



Hypermarkets and Shopping Centres 4

Four success stories in the field of retail and commercial developments. Reports by William Cochrane

Norwich Union plays it cool

THE NORWICH Union Insurance Group, biggest shopping developer in the country in 1982-83 according to the latest Hillier Parker shopping centres report, does not exactly make a lot of noise about its role in retailing. Its UK property fund adds up to £1.5bn at which commercial investments, which include all shops, offices and new developments, is in the order of 85 per cent of the total.

It does not pick out shops alone—many of its investments are composite, involving shops and offices, shops and flats etc. Its attitudes to the latest fashions in shopping centre design and content are relatively wary, as befits a long-term investing institution.

Yet Norwich Union does make things happen. Grapevine reports of a rental

growth survey by Healey and Baker put Bexleyheath at the top of the rental growth table. Norwich Union has just finished the 400,000 sq ft Broadway Shopping Centre in the town, and its attraction of Marks and Spencer as an anchor tenant has done a lot for the status of local shopping.

Fully let

Also recently finished, the Palace Gardens at Enfield in North London was fully let within 12 months of completion, according to Norwich Union's chief estates manager, Martin Olley. On the way are phase two of Basildon's Eastgate Centre, the central area of Redhill, The Trinity Centre in Aberdeen and yet another in Buxton in Derbyshire.

Mr Olley says that NU is also knitting together the central area of Hereford, and

looking at a refurbishment in Gloucester. "Refurbishment is very important," he says. "Wherever we have a centre which needs it, we will do it. We will also consider buying centres which need renovation."

One senses an appraised eyebrow when Mr Olley is asked to talk about specialisation, the concepts which new centres are increasingly being given to distinguish them from their competitors.

"These include fashion orientation, food courts and so on. 'We're not gone in for woezies to date,' says Mr Olley. "We still think that it is fairly important to get strong anchor tenants."

He will say that Redhill, by virtue of its anchor—a 50,000 sq ft superstore for Sainsbury—has become food-orientated. "We incorporated

substantial car parking, re-designed around Sainsbury's requirements—either ground floor or basement spaces," he says.

In Bexleyheath, Marks & Spencer came in with one large store next to Woolworths. This was so successful that it opened another big unit across the mall. The size of M & S and the presence of British Home Stores in Bexleyheath means there is now a certain fashion orientation about this centre.

Norwich Union's philosophy, however, is the good old one of putting the centre in the right place, giving it the right ingredients and—with institutional emphasis—building to a really good standard. "We retain our properties long-term," says Mr Olley, "and on this basis we will have neither short- nor long-term worries."

Asda just keeps on growing

ASDA, the superstores arm of the Associated Dairies Group, came second to Norwich Union in Hillier Parker's league table of top retail developers this February.

It has 95 completed retail outlets, eight opening in this financial year (two of those being replacements) and another three under construction. But it still sees plenty of scope for growth.

Director of corporate planning Paul Dowling calculates that superstores north of the Wash are in a 2:1 ratio with those in the South against a consumer spending ratio of 50:50. Asda, with its Northern base, has a present north/south ratio of 3:1.

The company's current development programme is over £100m for 1984-85, exceeding that of last year, says development coordinator Robin Harding. It goes for a minimum of 40,000 sq ft of net selling space, net of associated shop units and garden centres. An optimum is around 45,000 sq ft allows for full coverage of food and non-food lines according to Asda's new managing director, John Harding.

Asda's new complex at Wakefield, opened toward the end of last year has a gross area of 89,000 sq ft. Like many of the new superstore generation it has a pleasant exterior and a senseless interior which, with foods especially, is enlivened simply by the presentation of the goods.



Asda's new store at High Wycombe, Bucks. Planning compromise resulted in the store being built smaller and with less parking space than the company wanted. Asda reckons that the majority of its customers live less than 10 miles' drive from its stores and wants to build more urban developments to suit this market, believing that the "lack of urban land" is a myth.



Arndale seeks better flow down the mall

ARNDALE CENTRES are sometimes criticised for being out of date, or worse. But those which are attacked on these grounds have usually passed out of the company's hands to other owners who have mismanaged them, or let them run down, points out Mr Ian Hillas from the Manchester office of agents Grimley & Sons.

The Manchester centre of Arndale, an offshoot of Town & City covers 1.25m sq ft (plus 200,000 sq ft of offices). It is bigger than the giant "shopper's paradise" in Milton Keynes, and was the biggest in Europe when it was built at the end of the 1970s.

Town and City let it all in 1979, but had the odd problem with the first rent reviews. So it set up Arndale Shopping Centres to promote Manchester and its other centres.

"The Manchester scheme itself is probably a shade too

big," says Arndale's senior surveyor Mr Phil Cooke. "Unlike Eldon Square (Capital & Counties' highly successful Newcastle juggernaut) it has satellite competition from more than 10 surrounding towns including Bolton, Bury, Oldham and Rochdale."

With a catchment area of a 3m population, Arndale Manchester still attracts between 800,000 and 1.2m shoppers a week. "The feasibility of the original scheme was dependent on getting just over 600,000," says Mr Cooke.

Food court

"The percentage of empty shops is not high," he states. "We have 280 units of which 14 are in liquidation, and there are still seven units to let on the upper level of phase three."

Arndale is aiming to put a modified food court into the

centre, as well as spending about £350,000 on the Halle Mall. This is a phase one refurbishment with the introduction of natural light into the upper level and high density planting.

On the lower level Mr Cooke is aiming for a "Parisian" effect. "We are concentrating on this level," he says. "In the 1981 recession when more shops went into liquidation, this level was the worst hit; but on the back of the refurbishment we think that we will let a lot of units."

"We have our own marketing personnel, active public relations and marketing consultants but I'm people a week is as much as we can handle," he says. "What we have to turn our minds to is the distribution of these people through the mall." Arndale Manchester, curiously, gets more people on the first floor than it does on the ground.

Brown Bear finds the right pattern

MARCH of this year brought Richard Northcott back to the City of London, as the former boss of Dodge City raised £3m by way of a private placing through Lazard Bros. and brokers Laing & Cruickshank to fund the development of 15 new home furnishing superstores, called Brown Bear.

Mr Northcott built up a chain of 34 Dodge City do-it-yourself superstores which he sold to the E & Q division of W. Woolworth for £29.1m in November 1981.

David Wright, of Leeds-based chartered surveyors Weatherall Hollis & Gale, played a major role in site finding and organising the expansion of Dodge City, and the firm has now been fully retained for Brown Bear's forthcoming expansion.

Mr Wright is now a director of Brown Bear. He joined Richard Northcott in 1976 when there were eight Dodge City stores, "typically industrial estate units—sheds—with retail planning consent.

way," explains Mr Wright. "The customers liked 40,000 sq ft stores, apparently, and more of them."

Mr Wright remembers the Dodge City store at Darneley, Glasgow, as the ideal set up: 40,000 square feet and a 25,000 sq ft garden centre, between 200 and 300 car parking spaces with Brown Bear alongside, making 300,000 sq ft in all. "In furniture, you need only 70 to 80 car parking spaces," he says; "in DIY you need all you can get."

The group had three Brown Bear stores at the time of the Dodge City takeover and two under construction as part of Dodge City/Brown Bear packages. "Out of town shopping had shifted to the habits of the High Street by then," says Mr Wright. "At the beginning individual stores were free standing; later they began to group together."

"We tend to locate adjoining or adjacent to other complementary retailers," he says. "Except where Brown Bear leads the way. And yes, of course, we would go on the same site as MFI or Queensway—when customers see our furniture, they will buy," maintains Mr Wright, standing up manually to the jibe that Brown Bear's market stance is too up-market for its out of town setting.

Mr Wright tends to be complimentary, and not just to Sainsbury, when he talks about other people. "We took two city centre shops, one in Bath and one in Edinburgh, to see if it was better than being out of

town. But we made a lot of mistakes (aiming at being an up-market Habitat). What we forgot was it took ten years for Sir Terence Conran to get Habitat on the road.

"We stayed with our penchant for colour and moved," he continues, "and moved into middle market products. We also tried a whole range of home products including plates, knives and forks—we learned our lesson there."

Model store

In September of last year the concept started to come right. "We had one model store at Darneley with all the right ideas in; our sales figures jumped. We are now putting all of our existing stores on to that pattern."

All means two that is. Brown Bear has eight stores, but the two town centre outlets will be closed. The company expects to open 15 more stores before December of next year.

Wearing his property hat, Mr Wright says that Brown Bear is trying to keep its acquisition and site costs down. Weatherall Hollis and Gale can convert developments into leasebacks. Brown Bear paying back rents at generally 125 or 150 per cent of warehousing levels.

In some instances institutions are looking to protect themselves in case the property falls back into the industrial market from its quasi-retail position. The company is, however, also discussing a turnover rent proposition with one funder.

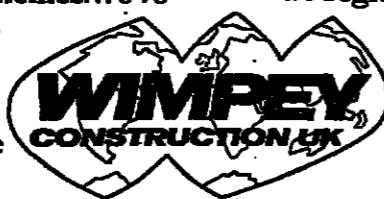
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Hypermarkets and Shopping Centres 5

Superstores plan heavy investment in laser scanning of purchases

Electronics at the checkout



Check-out girl using a laser-scan till. The new technology enables retailers to use the data from retail sales much more efficiently and comprehensively than before, and sales can be related much more closely to stocks and store room space

frame and operating systems. The Article Number Association reports that there are now some 131 scanning stores in operation in the UK, with Tesco the largest single operator. But Nielsen market research reveals that in the U.S. there are some 7,700 scanning stores, in Japan 2,500, and in France 155.

A recent report by the Economist Intelligence Unit on scanning and other electronic point-of-sale systems suggests that the attractiveness of new technology to large-store retailers is increasing all the time.

The advantages include "a fall in prices in real terms, increased flexibility, greater solid state memory and processing capability within the terminal, and improved communications capability," the EIU report says.

The EIU believes that the pace of installation is likely to pick up by the late 1980s "when a significant proportion of large outlets will have introduced point-of-sale systems and streamlined their operations. Their experience should begin to percolate down to smaller outlets and exert competitive pressures which in turn could generate fears of being left behind."

tionally large benefits as the introduction of self-service stores in the 1950s and 1960s. What the new technology offers is the ability to capture and process the retail transaction data more economically, efficiently and comprehensively than before.

The crucial importance of the new technology can be seen against the high labour and capital intensity of retailing: rising direct costs for opening and running stores have made retailers even more aware of the need for the efficient use of resources and the parts that new computer technology can play.

Proper analysis of store data should lead to improved buying and merchandising decisions by management and the streamlining of non-sales functions within the store.

Management data

The benefits of new technology can vary widely. The ability of the data-capture system to track accurately and speedily the sales of every item, and then relate this to the stock position, improves the quality of management information.

For the first time top managers can have a complete picture of the operations throughout individual stores as well as the entire group.

Accurate recording of all stock and sales should improve management control of every aspect of purchasing, merchandising and store space allocation. With the rate of sale known, stock levels can be adjusted more accurately and, eventually, a lower average stock level maintained, thus making the most of the working capital and saving interest charges.

Stores are also better able to control their product ranges,

Technology

DAVID CHURCHILL

HYPERMARKETS and superstores are expected to lead the field in introducing new checkout technology over the next five years, according to a new report on retailing methods.

Nearly 60 per cent of all checkouts in superstores and hypermarkets are to be fitted out with new laser-scanning electronic equipment over the next five years—about 11,000 new systems.

The report, called Electronics in Large Stores and published by Post News, suggests that big-store retailers will spend nearly £200m on electronic systems over the next five years, though not all large stores are as enthusiastic as the hypermarkets and superstores.

Department stores, for example, are unlikely to equip more than 20 per cent of their checkouts with any kind of scanning device, but they are willing to install relatively advanced electronic point-of-sale equipment which does not include laser-scanning.

Hypermarkets and superstores—apart from their readiness to introduce checkout scanning—are also forecast to equip over 30 per cent of their checkouts with advanced electronic cash registers or point-of-sale terminals within two years and over 80 per cent of them within five years.

It is clear, therefore, that the promised electronic revolution in retailing—which has been on the cards for some years—will be most widely felt in the hypermarkets and superstores. The electronic revolution at the checkout is seen by many retailers as offering as poten-



A security investigator supervises the closed-circuit television cameras inside a store. The operators can take control of any camera to zoom-in on any suspicious activity and alert store detectives

Ways to beat shoplifting

Security

DAVID CHURCHILL

SECURITY IS a growing problem for the retail trade, given the high volume of goods sold each day and the vast numbers of customers who have ease of access to goods on display in stores.

For hypermarkets and superstores as well as small retailers within shopping centres and malls, the problems are magnified by the sheer scale of the operation and, especially in shopping centres, by their vulnerability to vandalism outside opening hours.

The size of the retail theft problem is difficult to gauge accurately since not all thefts are discovered quickly or reported to the police.

Official figures give the number of reported shoplifting offences in 1982 at 242,000, involving goods to the value of £7.6m. Of these, 213,000 offences were cleared up and goods worth £2.8m recovered.

These figures, however, are generally regarded as understating the losses, which some estimates suggest cost stores more than £1.5bn a year. This is the equivalent of a Great Train Robbery every day of the year.

Hitherto, retailers have tended to pass on their losses from shoplifting to their customers in the form of higher prices. But the heavy competition caused by the recession has limited this as an option and encouraged shops to make new efforts to curb theft losses, especially by means of new technology.

A recent National Economic Development Office report predicted that "prevention systems are likely to increase." It added that "businesses, especially in the non-food sector, will probably use electronic surveillance increasingly, coupled with sensitised tags which, if not removed from the purchase at the cash point, will trigger off an audible alarm."

Mintel market research group also estimates that about 60 per cent of retail losses occur through simple error—such as the mislaying of goods in transit or incorrect paperwork—with the remaining 40 per cent split between theft by customers and employees.

Other estimates suggest that the number of thefts by employees was less than 10 per cent of those committed by shoplifters, but the value of goods stolen was more than double.

"Shrinkage" losses

The security group SM estimates that retailers' losses from "shrinkage"—the euphemism used to denote theft by employees and customers but including breakages—averages about 3 per cent of annual turnover for shops. For some types of store, such as "young fashion" shops where premises may be small and full of bustle and noise, shrinkage may be as high as 6 to 12 per cent.

A fashion shop in a Manchester shopping centre lost an average of 80 garments a month—between 3 or 4 per cent of sales—between September 1982 and August 1983. At retail prices this meant a shrinkage of about £1,300 a month.

There can be little doubt that in the UK the growth of self-service marketing has made shoplifting easier. Putting umbrellas next to the door on a rainy day because that is where they sell best is perhaps good sales practice, but it is poor security. Yet thefts have to become quite serious before many retailers decide to move the umbrellas away from the door.

In addition, the growth of store groups and multiple chains has persuaded some shoplifters to "rationalise" and "excuse" their own crime when they steal from a large impersonal retail group rather than an individual shopkeeper.

There is no such person as a typical shoplifter, according to security experts. They tend to come from all walks of life, says one security consultant, and include "army officers,

mus, nurses, teachers, and airline stewardesses, for example."

Other experts suggest that few shoplifters bother with devices such as concealed pockets and false-bottomed shopping bags. Most of them rely on working quickly, using a moment's inattention by staff to allow them to slip an article into a pocket or bag.

Retailers were accused recently of failing to take adequate steps to deter shoplifting. "The extent to which shops take steps to prevent theft varies greatly and the desire to make goods accessible and attractive to customers outweighs the need for security measures to reduce shoplifting," argued Mrs Vivien Stern, director of the National Association for the Care

and Resettlement of Offenders.

In a briefing paper published by the association, she asserted that shops have a moral obligation to take reasonable steps to deter the professional shoplifter, discourage the impulsive thief, and protect the honest but absent-minded shopper.

Elderly pilferers

But rigid policies, she added, failed to distinguish between the deliberate shoplifter and the confused and probably elderly pilferer. In some cases all that might be needed was an official out-of-hours police station.

One significant development by retailers has been the creation of anti-theft groups throughout the country and especially in shopping centres. The Association for the Prevention of Theft in Shops, with the assistance of crime prevention officers, has played an active part in this development and continued to co-operate and liaise with the groups.

A particularly successful aspect of most group's work has been the early warning schemes which alert shopowners to the presence of shoplifters in their area and have helped to reduce theft losses and cheque and credit card frauds.

An anti-theft group in Brighton, for example, has launched a two-way radio network which, it says, has already helped to catch shoplifters.

Retailers now spend more than £150m a year on security equipment to prevent shoplifting and that figure is certain to grow as new systems are brought in.

Among the cheapest security devices and are often essential to enable sales staff to keep a watch on all corners of a store. A static convex mirror about 4 ft in diameter is likely to cost around £50.

Clusters of three mirrors forming a central unit cost well under £200. A monitoring unit—an in-arc by a small electric motor—would cost about £130.

Observation mirrors (a mirror from one direction and a window from the other) are in common use and can be either recognised as such—thus acting as a deterrent—or appear to the shopper as an ordinary mirror.

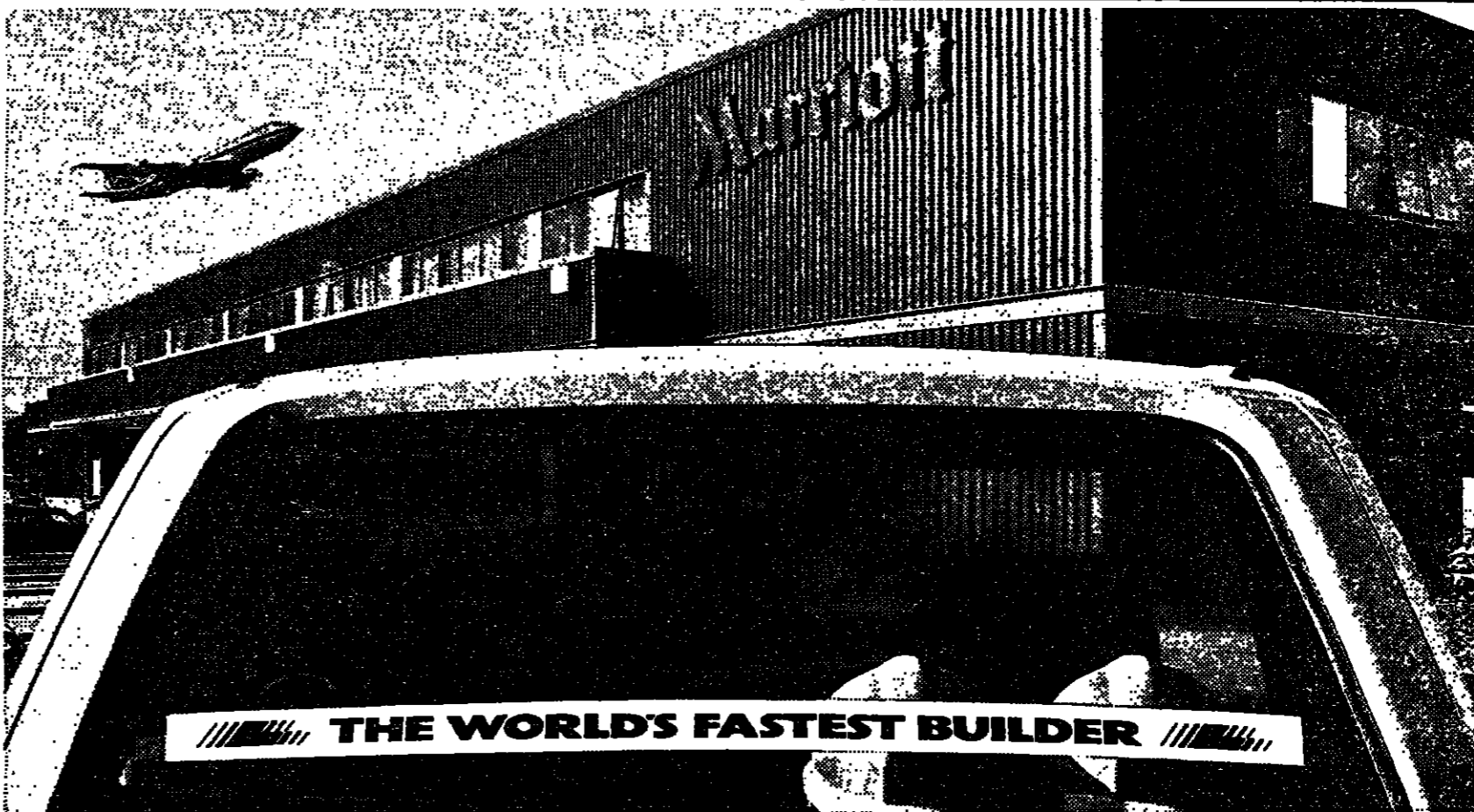
A more advanced observation system is provided by closed-circuit television scanning where a simple package of camera and monitor (a waterproof housing can be used outside) may cost about £350 or be leased for under £4 a week.

Clothing retailers, especially in women's fashions, are increasingly adopting the system of tag security first developed in the U.S.

Under the tag system each garment carries a plastic strip of varying sizes and thicknesses which is removed by the salesperson at the cash point. If they are not removed the tags set off an electronic alarm near each store exit.

One of the fastest-growing areas of concern results from cheque and credit card frauds. Security consultants recommend the use of strict procedures by retailers when customers pay by these means instead of cash.

With the massive expansion of consumer banking and credit facilities now expected, however, the problem is likely to become much worse before retailers will be forced to take effective action against people intent on fraud.



Poetic licence, or another endorsement for Lovell's Law?

British contractors have been called many things but "the world's fastest builders" hasn't often been one of them.

So when an international catering specialist awarded this citation to a British builder of a major kitchen complex capable of producing up to 20,000 meals a day, one might be expected to take such praise with a pinch of salt!

But let's examine the facts. Lovell Construction began work for Marriott In-Flite Services in the middle of a wet winter. The site was Manchester International Airport and the project, with a high services content, demanded working to tight tolerances.

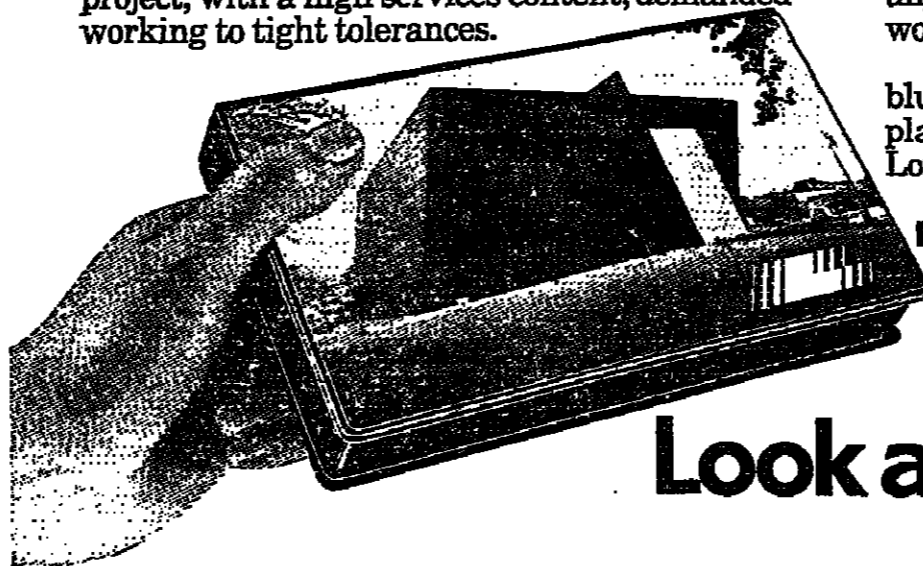
Site conditions weren't good. A low lying, badly drained location meant pumps had to operate continuously up to the moment that the concrete was poured.

Anyway, to cut a short story even shorter, Lovell handed over the high-quality building five full weeks ahead of an already ultra-tight schedule and 20 weeks from the start.

At the official opening of the complex, Marriott's American Vice-President announced that Lovell had brought the Manchester operation on stream faster than any other Marriott unit anywhere—and the company has 140 of them worldwide!

So what can we add, except perhaps a little blush of pride and a gentle reminder to anyone planning their own built-up area that, under Lovell's Law, there are simply no speed limits!

FREE LOVELL VIDEO CASSETTE NOW AVAILABLE, CALL EDWARD REES ON 0753 882211



Look at Lovell

LOVELL CONSTRUCTION LTD., MARSHAM HOUSE, GERRARDS CROSS, BUCKS SL9 8ER TELEPHONE: (0753) 882211 TELEX: 848933
Clive Marshall is Film Service Ltd. Architects: Dennis Lister & Associates; Engineers: Whit, Young & Partners; Quantity Surveyors: Kinley & Partners.

Sime Darby

Sime Darby Group

HIGHLIGHTS OF PRELIMINARY ANNOUNCEMENT OF THE RESULTS FOR THE YEAR ENDED 30TH JUNE 1984

SUMMARY OF CONSOLIDATED RESULTS

| | 1984 M\$ Million | 1983 M\$ Million |
|--|---------------------|---------------------|
| PROFIT BEFORE TAXATION | 214.3 | 110.9 |
| PROFIT AFTER TAXATION | 121.9 | 69.0 |
| EARNINGS | 84.8 | 55.2 |
| EXTRAORDINARY PROFITS | 22.2 | 75.2 |
| GROUP PROFIT ATTRIBUTABLE TO SIME DARBY BERHAD | 107.0 | 130.4 |
| EARNINGS PER SHARE | 10.8 | 7.4 |
| DIVIDENDS PER SHARE—NET | 6.5 | 6.5 |

M. Sen M. Sen

UK COMPANY NEWS

Buoyant Brook St. resumes interims

WITH A £570,000 turnaround in taxable profit to lift the result for the half year above the £436,659 achieved in the last full financial period, the directors of Brook Street Bureau feel able to restore interim dividends, last paid in 1980.

The present payment is 1p net per share, still below the level of four years ago, but in line with end-year forecasts of a "significantly higher" dividend for 1984. The total last time was 1p.

The taxable surplus for the six months to June 30 was £439,353, against a loss of £130,634, and it follows on from the improvement under way in the last second half, when there was a profit of £507,293.

Mr. Eric Hurst, the joint chairman, said in his annual statement that there was continuing and growing demand in the company's market—the group is a clerical and administrative staff agency—and he now says that levels of business are buoyant. Turnover rose by 37 per cent from £5.85m to £8.53m, having stood at £15.5m for 1983.

He adds that profits are continuing to grow satisfactorily, and he anticipates a good second half result.

The group is expanding its



Margery and Eric Hurst, joint chiefs of Brook Street Bureau.

established business by opening new branches in areas where there is a strong demand for skilled staff, and at the same time extending its range of recruitment services. The tax charge, including £6,977 for U.S. tax, was substantially higher this time at

James Beattie profits rise to £1.3m at six months

James Beattie, retail department store operator, turned in increased taxable profits of £1.3m for the half year ended July 31 1984, compared with £1.18m. Sales went ahead from £17.48m to £18.35m.

Mr. James Beattie, chairman, points out that progress in the early months of the year gave directors cause to anticipate that there might be some difficulty in matching last year's interim surplus, which was a substantial £1.18m. However, the steps taken to deal with the problems have been successful, he states.

Following trials in six-day trading at the company's Northampton store, the directors intend shortly to trade for six days a week instead of five, in all stores. This will enable Beattie to offer full- or part-time employment to nearly 200 more people.

Tax charge for the six months amounted to £594,000, against an adjusted £600,000, leaving net profits at £701,000 (£593,000) or 3.06p (2.8p) per 28p share.

Pre-tax figure for the whole of the 1983-84 year was a record £4.19m (£3.48m) on sales of £38m (£34.94m).

£141,944 (£317) to leave the attributable figure in the black at £27,909 (loss £130,951). The dividend accounts for £103,394 (all) enabling the company to retain profits of £194,515 (deficit £130,951). Earnings per share are quoted as 2.89p against a 1.27p loss.

Somportex in second half losses and warns on outlook

AS EXPECTED, losses were incurred in the second half-year to the end of April 1984 at Somportex Holdings, with the deficit amounting to £384,000. The full year profits showed pre-tax profits of £104,020 against losses last time of £396,055.

The year's dividend has been cut from 1.5p to 1p net, and the cost is reduced by the waiver of entitlement by two directors. Earnings per 28p share are shown as 1.85p (losses 10.53p).

The current year has so far been disappointing, say the directors. Although confectionery and the sales were maintained, margins are under pressure. Slush Puppie's throughout has

declined. Efforts are being made to increase sales through Slush Puppie machines through the winter months by introducing two new products. However, the directors warn that they cannot forecast a profit for this year.

Turnover came to £4.67m (£4.64m). Tax charges came to £57,839 (credits £105,347) and there were extraordinary credits this time of £58,344. The attributable balance emerged at £105,525 (deficit £290,708). Dividends will absorb £25,856 (£10,819).

At the half-way stage, profits were £468,000 (£107,000) and the directors said it was then too early to say that the year would end in profit.

Geo. Armitage 87% ahead

George Armitage & Sons, brick manufacturer, nearly doubled first half taxable profits from £550,000 to £1.03m and the improvement is expected to continue during the remainder of the year.

The result for the first six months of 1984 was achieved against a background of static stock levels and a 5 per cent production gain. Turnover amounted to £8.64m, against £8.58m.

Tax charges came to £37,839 (credits £105,347) and there were extraordinary credits this time of £58,344. The attributable balance emerged at £105,525 (deficit £290,708). Dividends will absorb £25,856 (£10,819).

At the half-way stage, profits were £468,000 (£107,000) and the directors said it was then too early to say that the year would end in profit.

David Dixon Group plc

Results to 31st March

| | 1984 £'000 | 1983 £'000 |
|-------------------------|---------------|---------------|
| TURNOVER | 14,302 | 13,363 |
| PROFIT (Loss) AFTER TAX | 239 | (395) |
| EARNINGS PER SHARE | 12.9p | (22.0p) |
| ORDINARY DIVIDEND | 4.50p | 2.22p |

- ★ Substantial recovery in profits.
- ★ Orders at high level.
- ★ Outlook for 1984/85 much improved.

Group products include ladies' tights and stockings, children's clothing, tights and socks, men's socks and knitted fabrics.

York Mount Suite, Dudley House

Upper Altham Street, Leeds LS2 3PN

Tel: (0532) 446925

NOTICE TO ENTITLED ACCOUNT HOLDERS OF

AMERICAN EXPRESS OVERSEAS FINANCE COMPANY N.V.

10% Percent Guaranteed Notes Due 1989

NOTICE IS HEREBY GIVEN to Entitled Account Holders of the 10% Percent Guaranteed Notes Due 1989, issued by American Express Overseas Finance Company N.V., a Netherlands Antilles corporation (the "Company") and guaranteed by American Express Overseas Credit Corporation Limited, a Jersey corporation, that:

(a) Payment of the final instalment of the issue price of each Note (being 75% of the issue price of pounds sterling 5,000 for each Note) is due and payable in same day funds in pounds sterling no later than 11:59 a.m., London time, on 16 October 1984. Payment shall be made to the main London office of Morgan Guaranty Trust Company of New York at Morgan House, 1 Angel Court, EC2R 7AE, London;

(b) The Company will accept payment of the final instalment of the issue price of any Note at any time after the due date for payment thereof up to and including 30 October 1984 but may elect, in its sole and absolute discretion, not to accept any such payment after 30 October 1984. No payment made after the 16 October 1984 due date shall be accepted unless accompanied by a further payment representing accrued interest at the rate of 15% per cent per annum on the amount of the final instalment, calculated from 16 October 1984 to but excluding the date of actual payment on the basis of a 360 day year consisting of 12 months of 30 days each;

(c) No Entitled Account Holder or other person is under any obligation to pay or cause to be paid the final instalment of the issue price of any Note.

(d) IN THE EVENT, HOWEVER, THAT PAYMENT OF THE FINAL INSTALMENT IN RESPECT OF ANY NOTE IS NOT MADE AS FORESAID ON OR BEFORE 30 OCTOBER 1984, THE COMPANY WILL BE ENTITLED (SUBJECT TO ITS RIGHT TO ACCEPT LATER PAYMENT) TO RETAIN THE FIRST INSTALMENT OF THE ISSUE PRICE PREVIOUSLY PAID FOR SUCH NOTE AND WILL HAVE NO OBLIGATION TO REPAY SUCH INSTALMENT OR TO PAY INTEREST THEREON FOR ANY PERIOD PRIOR TO, INCLUDING OR SUBSEQUENT TO 16 OCTOBER 1984.

(e) Payment of the final instalment of the issue price of any Note (together with interest thereon) accepted after the due date will be treated as having been made on the due date.

Arrangements should be made with Morgan Guaranty Trust Company of New York, Brussels office, as Operator of the Euroclear System, or CEDEL S.A. in order to assure timely payment of the final instalment.

The Notes have not been registered under the United States Securities Act of 1933 and are not offered in the United States of America or its territories or possessions or to nationals or residents thereof.

By: AMERICAN EXPRESS OVERSEAS FINANCE COMPANY N.V.

Dated: September 4, 1984

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UK COMPANY NEWS

Wilson (Connolly) confident as profits rise

Wilson (Connolly) Holdings, the Northampton-based housing estate builder and industrial building contractor, made good progress over the opening six months and expects a favourable outlook for the full 1984 year.

The directors warn, however, that present industrial unrest and economic uncertainties coupled with unusually volatile interest rates make forecasting hazardous.

Turnover for the half year advanced from £28.16m to £37.91m on which the group made pre-tax profits of £6.8m, compared with £5.62m.

The housing and contracts divisions pushed its contribution up by £1.31m to £5.94m but property sales declined from £369,000 to £72,000. Rents added £164,000 more to £788,000.

The 1983 results the directors said that the broad shape of the group's balance sheet had been maintained with increased holdings of land and working progress and net liquid funds of £3.3m at year-end.

Provident up despite miners' dispute

AN "encouraging" first half performance has prompted the directors of the Provident Financial Group to lift shareholders' interim dividend by 0.5p to 3.9p net per 25p share.

Nurdin & Peacock maintains upward sales momentum

RECORD results were achieved by Nurdin & Peacock, cash and carry wholesaler, in the first six months of this year and sales have continued to increase in the second half.

HIGHLIGHTS

Lex reviews the sad demise of Aerow where the receivers were called in yesterday afternoon and the impact of its collapse on the rest of the sector before moving on to comment upon the £5bn bid by Nestle for Caranion in the U.S.

Memory still has issue plans

Memory Computer, the Irish-based electronics company whose planned £2m share placing collapsed last week in confusion over its results, is to try to raise fresh capital through an issue.

Costs rise but Ropner recovery under way

WITH ALL trading operations showing an improvement, Ropner has more than doubled profits before tax in the six months to June 30 1984, to restore interim profits to 1982 levels.

The figure was up from £1.42m to £3.21m, and was achieved despite operating costs some £5.44m higher at £24.04m. Turnover increased from £19.57m to £28.18m.

The directors are to boost the interim dividend by 0.5p to 2.25p net per share. Last year the company—with interests in shipping, garden products, insurance, broking and engineering—paid a total of 4.5p.

A breakdown of the pre-tax figure reveals: shipping £21,000 (£246,000); engineering £1.33m (£250,000); garden products £1.75 (£790,000); insurance broking £171,000 (£167,000); and prospecting development £49,000 (loss £53,000). Investment income not directly related to trading activities added rather less at £107,000 (£274,000).

Metal Closures optimistic after £345,000 advance

Metal Closures Group, manufacturer of metal and plastic products principally for the packaging industry, notched up a £345,000 advance to £3.37 in taxable profits in the first half of this year on turnover ahead by £6.39m to £44.9m.

The interim dividend is being held at 2.2p net—earnings per share rose from a stated 6.9p to 7.9p. Profits in the last full year rose from £5.95m to £6.53m and the final dividend payment was lifted to 4.1p (3.5p).

Mr Peter Smith, the chairman, commenting on the results says that "the group has produced encouraging half-year figures, again reflecting a record of profit performance which has been sustained at commendable levels throughout the recent recessionary years."

"Despite short order books and pressure on margins, the UK sector has succeeded in maintaining its position, while the overseas companies, once again, have acquitted themselves admirably."

The chairman, however, is presently concerned about the adverse movement in the rates of exchange, particularly between the South African rand and sterling which, if it persists, would clearly affect the contribution from that region.

D. Crouch advances and is 'very sound' financially

SHARPLY IMPROVED results were recorded by Derek Crouch over the first half of 1984 and the directors say the group's financial position is very sound.

Cantors' second half slip

DESPITE a slight fall in second-half figures from £706,000 to £666,000, taxable profits of Cantors, house furnishings, carpets and bedding retailer, finished the April 28 1984 year ahead at £274,000, against £312,000.

is stepped up to 2p (1.5p) with a final of 1.5p. Turnover for the 12 months, excluding VAT, was just ahead at £22m, compared with £21.32m.

Harvey & Thompson more than doubled at £404,000

PROFITS before tax at Harvey & Thompson more than doubled from £162,000 to £404,000 for the year to the end of June 1984. The net final dividend of 2p is 100 per cent of the 2p stock from 15p to 3.5p, and although Mr Galliers-Pratt, chairman, does not expect the dramatic increase in earnings to be repeated in the next year, he hopes to make a further increase in dividends.

Granville & Co. Limited

Member of NASDIM Telephone 01-621 1212

Over-the-Counter Market

1983-84 Company Price Change Gross Yield P/E Fully Paid

Harvey & Thompson more than doubled at £404,000

There were extraordinary costs of £94,000 last year. S attributable profits came to £295,000 (£255,000) from which dividends will absorb £110,000 (£47,000).

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There were extraordinary costs of £94,000 last year. S attributable profits came to £295,000 (£255,000) from which dividends will absorb £110,000 (£47,000).

NURDIN & PEACOCK THE Cash and Carry WHOLESALEERS

Table with columns: 30th June 1984, 2nd July 1984, 31st December 1983. Rows: Turnover, Trading Profit before Tax, Taxation.

The figures shown for the two half-years are unaudited. It is proposed to pay an interim dividend on the Ordinary shares of 1.7p per share (1983—1.47p per share). This interim dividend is payable on 29th October, 1984, to members registered at close of business on 28th September, 1984.

WIGHT COLLINS RUTHERFORD SCOTT (HOLDINGS) P.L.C. Authorised Existing £300,000 Proposed £800,000

Kleinwort Benson lifts interim to 5p Results for the first half of 1984 of Kleinwort Benson Limited are ahead of those for the corresponding period in 1983 and the interim dividend has been stepped up from 4.5p to 5p per 25p share.

Harvey & Thompson more than doubled at £404,000 PROFITS before tax at Harvey & Thompson more than doubled from £162,000 to £404,000 for the year to the end of June 1984.

Granville & Co. Limited Member of NASDIM Telephone 01-621 1212 Over-the-Counter Market

U.S. \$150,000,000 Nordiska Investeringsbanken (Nordic Investment Bank) Zero Per Cent. Bonds Due 1994

Closing prices, September 4

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

| 12 Month High | 12 Month Low | Stock | Div. Yld. % | 100s High | Low | Open | Prev. Close | Change | 12 Month High | 12 Month Low | Stock | Div. Yld. % | 100s High | Low | Open | Prev. Close | Change |
|---------------|--------------|-------|-------------|-----------|--------|--------|-------------|--------|---------------|--------------|-------|-------------|-----------|--------|--------|-------------|--------|
| 13 1/2 | 12 1/2 | AAR | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABC | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAC | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABD | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAD | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABE | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAG | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABF | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAL | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABG | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAM | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABH | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAN | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABI | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAP | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABJ | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAR | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABK | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAC | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABL | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAD | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABM | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAG | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABN | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAL | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABO | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAM | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABP | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAN | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABQ | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAP | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABR | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAR | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABS | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAC | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABT | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAD | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABU | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAG | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABV | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAL | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABW | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAM | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABX | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAN | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABY | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |
| 13 1/2 | 12 1/2 | AAP | 4.21 | 23 | 22 1/2 | 22 1/2 | 22 1/2 | + | 12 1/2 | 11 1/2 | ABZ | 3.5 | 25 | 24 1/2 | 24 1/2 | 24 1/2 | + |

Continued on Page 29

Kidder, Peabody International Limited

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AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices, September 4

Main table of American Stock Exchange Composite Closing Prices, organized by sector (A-Z) and listing stock symbols, prices, and volume.

Continued on Page 30

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Main table of New York Stock Exchange Composite Closing Prices, organized by sector (A-Z) and listing stock symbols, prices, and volume.

Continued on Page 30

Notes and footnotes regarding the data, including a disclaimer: 'Sales figures are unaudited. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day...' and a list of abbreviations for stock types.

WORLD STOCK MARKETS

AUSTRIA

Table with columns: Stock, Price, Change. Includes Creditanstalt, Gessner, Interbank, etc.

GERMANY

Table with columns: Stock, Price, Change. Includes AEG Telefunken, Allianz, Bayer, etc.

NORWAY

Table with columns: Stock, Price, Change. Includes Bergen Bank, Christiania Bank, etc.

AUSTRALIA (continued)

Table with columns: Stock, Price, Change. Includes Gen Prop Trust, Hardie Jones, etc.

JAPAN (continued)

Table with columns: Stock, Price, Change. Includes MHI, Daiichi Kangyo Bank, etc.

BELGIUM/LUXEMBOURG

Table with columns: Stock, Price, Change. Includes ARSED, Belg Int A Lux, etc.

SPAIN

Table with columns: Stock, Price, Change. Includes Banco Bilbao, Banco Central, etc.

SWEDEN

Table with columns: Stock, Price, Change. Includes Alfa Laval, Astra, etc.

HONG KONG

Table with columns: Stock, Price, Change. Includes Bank East Asia, China, etc.

NETHERLANDS

Table with columns: Stock, Price, Change. Includes ADF Holding, AEG, etc.

FRANCE

Table with columns: Stock, Price, Change. Includes Airbus, Bouygues, etc.

ITALY

Table with columns: Stock, Price, Change. Includes Banca Com, Eni, etc.

SWITZERLAND

Table with columns: Stock, Price, Change. Includes Alusuisse, Bank Leu, etc.

JAPAN

Table with columns: Stock, Price, Change. Includes Ajinomoto, Alps Electric, etc.

SINGAPORE

Table with columns: Stock, Price, Change. Includes Boustead Hldgs, Cold Storage, etc.

OVER-THE-COUNTER

Nasdaq national market closing prices

Large table of over-the-counter stock prices with columns for stock names, prices, and changes.

NETHERLANDS

Table with columns: Stock, Price, Change. Includes ADF Holding, AEG, etc.

FRANCE

Table with columns: Stock, Price, Change. Includes Airbus, Bouygues, etc.

ITALY

Table with columns: Stock, Price, Change. Includes Banca Com, Eni, etc.

SWITZERLAND

Table with columns: Stock, Price, Change. Includes Alusuisse, Bank Leu, etc.

JAPAN

Table with columns: Stock, Price, Change. Includes Ajinomoto, Alps Electric, etc.

SINGAPORE

Table with columns: Stock, Price, Change. Includes Boustead Hldgs, Cold Storage, etc.

SOUTH AFRICA

Table with columns: Stock, Price, Change. Includes Abertool, AEG, etc.

CANADA

Table with columns: Stock, Price, Change. Includes 700 Cannon, 5100 Crown, etc.

TORONTO

Table with columns: Stock, Price, Change. Includes 700 Cannon, 5100 Crown, etc.

AMERICAN STOCK EXCHANGE

Table with columns: Stock, Price, Change. Includes 12 Month, High, Low, etc.

MONTREAL

Table with columns: Stock, Price, Change. Includes 3407 Bank, 1200 Can, etc.

AMERICAN CLOSING PRICES

Table with columns: Stock, Price, Change. Includes 12 Month, High, Low, etc.

NEW YORK CLOSING PRICES

Table with columns: Stock, Price, Change. Includes 12 Month, High, Low, etc.

AMERICAN STOCK EXCHANGE CLOSING PRICES

Large table of American stock exchange closing prices with columns for stock names, prices, and changes.

NEW YORK CLOSING PRICES

Large table of New York closing prices with columns for stock names, prices, and changes.

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FT LONDON SHARE INFORMATION SERVICE

Time Manager International logo and text: 'Time Manager International' with a globe icon.

BRITISH FUNDS table with columns: Name, Stock, Price, Div, Yld, etc. Includes 'Shorts' (Lives up to Five Years) and 'Five to Fifteen Years'.

Over Fifteen Years table with columns: Name, Stock, Price, Div, Yld, etc. Lists various long-term investment funds.

Index-Linked table with columns: Name, Stock, Price, Div, Yld, etc. Lists index-linked investment funds.

INT. BANK AND O'SEAS GOVT STERLING ISSUES table with columns: Name, Stock, Price, Div, Yld, etc.

CORPORATION LOANS table with columns: Name, Stock, Price, Div, Yld, etc.

COMMONWEALTH AND AFRICAN LOANS table with columns: Name, Stock, Price, Div, Yld, etc.

LOANS Building Societies table with columns: Name, Stock, Price, Div, Yld, etc.

Public Board and Ind. table with columns: Name, Stock, Price, Div, Yld, etc.

FINANCIAL table with columns: Name, Stock, Price, Div, Yld, etc.

FOREIGN BONDS & RAILS table with columns: Name, Stock, Price, Div, Yld, etc.

AMERICANS

AMERICANS table listing various American stocks with columns: Name, Stock, Price, Div, Yld, etc.

BEERS, WINES—Cont.

BEERS, WINES—Cont. table listing beer and wine stocks with columns: Name, Stock, Price, Div, Yld, etc.

DRAPERY & STORES—Cont.

DRAPERY & STORES—Cont. table listing drapery and store stocks with columns: Name, Stock, Price, Div, Yld, etc.

ENGINEERING—Continued

ENGINEERING—Continued table listing engineering stocks with columns: Name, Stock, Price, Div, Yld, etc.

CANADIANS

CANADIANS table listing Canadian stocks with columns: Name, Stock, Price, Div, Yld, etc.

BANKS, HP & LEASING

BANKS, HP & LEASING table listing bank and leasing stocks with columns: Name, Stock, Price, Div, Yld, etc.

CHEMICALS, PLASTICS

CHEMICALS, PLASTICS table listing chemical and plastic stocks with columns: Name, Stock, Price, Div, Yld, etc.

ELECTRICALS

ELECTRICALS table listing electrical stocks with columns: Name, Stock, Price, Div, Yld, etc.

BEERS, WINES & SPIRITS

BEERS, WINES & SPIRITS table listing beer, wine, and spirit stocks with columns: Name, Stock, Price, Div, Yld, etc.

DRAPERY AND STORES

DRAPERY AND STORES table listing drapery and store stocks with columns: Name, Stock, Price, Div, Yld, etc.

ENGINEERING

ENGINEERING table listing engineering stocks with columns: Name, Stock, Price, Div, Yld, etc.

FOOD, GROCERIES, ETC

FOOD, GROCERIES, ETC table listing food and grocery stocks with columns: Name, Stock, Price, Div, Yld, etc.

HIRE PURCHASE, LEASING, ETC.

HIRE PURCHASE, LEASING, ETC. table listing hire purchase and leasing stocks with columns: Name, Stock, Price, Div, Yld, etc.

HOTELS AND CATERERS

HOTELS AND CATERERS table listing hotel and catering stocks with columns: Name, Stock, Price, Div, Yld, etc.

INDUSTRIALS (Miscel.)

INDUSTRIALS (Miscel.) table listing various industrial stocks with columns: Name, Stock, Price, Div, Yld, etc.

INDUSTRIALS (Miscel.)

INDUSTRIALS (Miscel.) table listing various industrial stocks with columns: Name, Stock, Price, Div, Yld, etc.

HOTELS—Continued

HOTELS—Continued table listing hotel and catering stocks with columns: Name, Stock, Price, Div, Yld, etc.

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Financial Times Wednesday September 5 1984

INDUSTRIALS—Continued

Table of industrial stocks including companies like British Airways, British Petroleum, and various manufacturing firms. Columns include stock name, price, and change.

LEISURE—Continued

Table of leisure and entertainment stocks including British Airways, British Petroleum, and various manufacturing firms.

PROPERTY—Continued

Table of property and real estate stocks including various real estate investment trusts and companies.

INVESTMENT TRUSTS—Cont.

Table of investment trusts including various funds and trusts.

OIL AND GAS—Continued

Table of oil and gas stocks including various energy companies.

MINES—Continued

Table of mining stocks including various metal and coal mining companies.

Central African

Table of Central African stocks including various regional companies.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stocks including various automotive and aerospace companies.

Motors and Cycles

Table of motor and cycle stocks including various automotive companies.

Commercial Vehicles

Table of commercial vehicle stocks including various truck and bus manufacturers.

Components

Table of component stocks including various parts and accessories manufacturers.

SHIPPING

Table of shipping stocks including various maritime companies.

SHOES AND LEATHER

Table of shoe and leather stocks including various footwear manufacturers.

SOUTH AFRICANS

Table of South African stocks including various regional companies.

NEWSPAPERS, PUBLISHERS

Table of newspaper and publishing stocks including various media companies.

PAPER, PRINTING

Table of paper and printing stocks including various publishing and printing companies.

TEXTILES

Table of textile stocks including various clothing and fabric manufacturers.

TOBACCO

Table of tobacco stocks including various tobacco companies.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks including various financial and real estate companies.

PROPERTY

Table of property stocks including various real estate investment trusts.

INSURANCE

Table of insurance stocks including various insurance companies.

LEISURE

Table of leisure stocks including various entertainment and recreation companies.

PROPERTY

Table of property stocks including various real estate investment trusts.

INVESTMENT TRUSTS

Table of investment trusts including various funds and trusts.

OIL AND GAS

Table of oil and gas stocks including various energy companies.

FINANCE, LAND, ETC.

Table of finance, land, and other stocks including various financial and real estate companies.

OIL AND GAS

Table of oil and gas stocks including various energy companies.

DIAMOND AND PLATINUM

Table of diamond and platinum stocks including various precious metal companies.

34
AUTHORISED
UNIT TRUSTS

Britisha Group-Continued
Capital Acc. 100.00 100.00
Income 100.00 100.00
Dividends 100.00 100.00
Reserves 100.00 100.00
Total 400.00 400.00

FT UNIT TRUST INFORMATION SERVICE

Table listing various unit trusts such as Abbey Unit Tr. Mgrs. (a), Alliance Unit Tr. Mgrs. (a), and others, with columns for name, manager, and performance metrics.

Table listing various unit trusts such as Key Fund Managers Ltd. (a)(b), Perpetual Unit Trust Mgmt. (a), and others, with columns for name, manager, and performance metrics.

General Portfolio Life Ins. PLC
City of Westminster Assurance
General Portfolio Life Ins. PLC

Table listing various insurance and financial products, including General Portfolio Life Ins. PLC, City of Westminster Assurance, and others, with columns for name, manager, and performance metrics.

F.T. CROSSWORD
PUZZLE No. 5509

- ACROSS
1 Remove the paper from something a Parisian stole (4)
2 Induce team to rewrite about four - (4)
3 - just for one record (6)
4 Reveals drama in Norfolk town (5)
5 Leave Ted to move when promoted (8)
6 Notice he has the soldiers' stick (6)
7 Become stiff (4)
8 Capacity missing in Europe, for instance (7)
9 New video the pair are first to afford (7)
10 Depressed sportsman (4)
11 If not American, Len's about to center (8)
12 Note date arranged and set off (8)
13 Judge, sitting in the grass, recovered (8)
14 Backing part (8)
15 An opening for musicians (8)
16 Followed a girl into the last section (6)
17 Bad lovers need sweetheart with determination (7)
18 View a likely customer (8)
19 An excuse to crown which will give people pleasure (7)
20 The advocate may be back on the field (8)
21 Quota possibly about right for the size of book (6)
22 Promise to put piano on shelf (6)
23 Half Lay of a bodice (6)
24 Jank on another date, got less (6)
25 Display open hostility

Crossword puzzle grid with numbers 1-25 indicating starting positions for the clues.

Solution to Puzzle No. 5508

Grid showing the solution to puzzle No. 5508, with words filled in.

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INSURANCE, OVERSEAS & MONEY FUNDS

Table listing various insurance and financial products, including Liberty Life Assurance Co Ltd, National Provident Institution, and Life Assn. Co. of Pennsylvania. Columns include company names, fund names, and numerical values.

Table listing overseas and money funds, including Sava & Prosper Group, Target Life Assurance Co. Ltd, and CAL Investments (IOM) Ltd. Columns include company names, fund names, and numerical values.

Table listing money market bank accounts, including Midland Bank Trs. Corp. (Jersey) Ltd, Standard Bank Trs. Corp. (Jersey) Ltd, and various other financial institutions. Columns include company names, account names, and numerical values.

OFFSHORE AND OVERSEAS

Text block providing information and details related to offshore and overseas financial services, including company names and contact information.

Money Market Trust Funds

Table listing money market trust funds, including Midland Ltd, Standard Bank Trs. Corp. (Jersey) Ltd, and other financial products.

Money Market Bank Accounts

Table listing money market bank accounts, including Midland Ltd, Standard Bank Trs. Corp. (Jersey) Ltd, and other financial products.

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Table listing money market bank accounts, including Midland Ltd, Standard Bank Trs. Corp. (Jersey) Ltd, and other financial products.

NOTES: A section providing additional information and notes related to the financial products listed in the tables.

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Sterling falls below \$1.30

Sterling closed below \$1.30 against the U.S. dollar yesterday, touching a record trading low of \$1.2908 during the day.

However, a renewed surge by the U.S. dollar and a reluctance by the UK authorities to use higher interest rates as a weapon to defend sterling left the market with little incentive to maintain sterling positions.

The dollar touched a new 11 1/2

year high against the D-mark amid fears of higher U.S. interest rates. The U.S. unit broke out of its recent trading range and breached some important chart points, generating increased speculative interest.

The addition of reserves to the U.S. banking system by the Federal Reserve failed to provide a brake on the dollar's rise. It closed at DM 2.9300 from DM 2.9115 and SwFr 2.4465 compared with SwFr 2.4250.

U.S. interest rates, despite little change in Eurodollar rates yesterday, sterling fell to DM 3.7840 from DM 3.7910 at the fixing, and the Swiss franc to DM 1.1973 from DM 1.1983.

Within the EMS the French franc was unchanged at DM 32.590 per 100 francs, and the Belgian franc at DM 4.9820 per 100 francs.

Prices drift

Prices drifted lower on the London International Financial Futures Exchange yesterday. The key to price movements was fear of higher U.S. interest rates in the fourth quarter of the year, and the downward trend also reflected the very high level of the dollar on the foreign exchanges.

Eurodollar futures were quiet, but the price for December delivery fell to \$7.94 from \$7.83, after trading within a narrow range of \$7.83 to \$7.86.

U.S. Treasury bonds for September also recorded little volume, closing at the day's low of 65-18, after opening at the high of 65-27, unchanged from the previous close.

September gilt opened weak at 105-12, reflecting trends in U.S. credit markets and concern about the weakness of sterling against the dollar.

News that talks between the National Coal Board and miners' leaders were not to take place added an air of gloom to trading, while the UK August money supply figures were regarded as mildly disappointing.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Currency, Unit, % change from previous, % change adjusted for divergence, Divergence limit. Includes entries for Belgium Franc, Danish Krone, German D-Mark, etc.

£ in New York

Table with columns: Spot, 1 month, 3 months, 6 months, 12 months. Includes entries for Sept 4 and Prev. close.

LONDON

Table with columns: Three-month Eurodollar, Three-month Sterling Deposit, 12-month National Gilt. Includes entries for Sept 4 and Prev. close.

U.S. TREASURY BONDS

Table with columns: Maturity, Bid, Ask, High, Low, Prev. Includes entries for 2 1/2%, 3%, 3 1/2%, 4%, 4 1/2%, 5%, 6%, 7%, 8%, 9%, 10%, 12 1/2%.

THE POUND SPOT AND FORWARD

Table with columns: Day's spread, Close, One month, Three months, % p.a. Includes entries for U.S., Canada, Netherlands, etc.

THE DOLLAR SPOT AND FORWARD

Table with columns: Day's spread, Close, One month, Three months, % p.a. Includes entries for U.S., Canada, Netherlands, etc.

OTHER CURRENCIES

Table with columns: Country, Rate, Note Rates. Includes entries for Argentina, Australia, Canada, etc.

CURRENCY MOVEMENTS

Table with columns: Bank of England, Morgan Guaranty, etc. Includes entries for Sterling, U.S. dollar, Canadian dollar, etc.

CURRENCY RATES

Table with columns: Country, Rate. Includes entries for U.S., Canada, Netherlands, etc.

EXCHANGE CROSS RATES

Table with columns: Country, Rate. Includes entries for Pound Sterling, Deutsche Mark, etc.

EURO-CURRENCY INTEREST RATES

Table with columns: Maturity, Rate. Includes entries for Short term, 7 days notice, 1 month, etc.

MONEY MARKETS

UK longer term rates edge firmer

Longer term rates were marked up in the London money market yesterday, reflecting growing concern over sterling's performance against the dollar.

MONEY RATES

Table with columns: Location, Rate. Includes entries for Frankfurt, Paris, Zurich, Amsterdam, Tokyo, Milan, Brussels, Dublin.

LONDON MONEY RATES

Table with columns: Maturity, Rate. Includes entries for Overnight, 7 days notice, 1 month, etc.

FT LONDON INTERBANK FIXING

Table with columns: Maturity, Rate. Includes entries for One month, Three months, Six months, etc.

DISCOUNT HOUSES DEPOSIT AND BILL RATES

Table with columns: Maturity, Rate. Includes entries for Treasury (Buy), Treasury (Sell), etc.

MONEY RATES

Table with columns: Location, Rate. Includes entries for New York, London, etc.

TABLE 1. AGGREGATE BALANCES

Table with columns: Category, Amount, Change on month. Includes entries for Liabilities, Assets, Total deposits, etc.

TABLE 2. INDIVIDUAL GROUPS OF BANKS' BALANCES

Table with columns: Bank Group, Amount, Change on month. Includes entries for Barclays, Lloyds, Midland, etc.

TABLE 3. INDIVIDUAL GROUPS OF BANKS' ELIGIBLE LIABILITIES

Table with columns: Bank Group, Amount, Change on month. Includes entries for Barclays, Lloyds, Midland, etc.

London clearing banks' balances as at August 15 1984

THE TABLES below provide the first monthly indication of the trends of bank lending and deposits, ahead of the more comprehensive banking and money supply figures published later by the Bank of England.

Table with columns: Category, Amount, Change on month. Includes entries for Liabilities, Assets, Total deposits, etc.

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INTERNATIONAL CAPITAL MARKETS

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for September 4.

Table of international bond issues including columns for Country, Issue Name, Maturity, Coupon, and Price. Includes sections for U.S. Dollar, Deutsche Mark, Swiss Franc, and other currencies.

Table of international stock indices and market data, including sections for FTSE 100, Nikkei, DAX, and various regional indices. Includes columns for Index Name, Value, and Change.

Eurodollar market attracts \$100m issue by Penney

BY MAGGIE URRY IN LONDON
J. C. PENNEY - the U.S. retail giant - demonstrated yesterday that the Eurodollar bond market is again attractive for U.S. corporate borrowers.

OVER-THE-COUNTER

Table of over-the-counter market data, including columns for Stock Name, Price, and Change. Includes sections for various international equities.

Table of over-the-counter market data, including columns for Stock Name, Price, and Change. Includes sections for various international equities.

Decline shown in international borrowings

By Paul Beths in Paris
BORROWING on international capital markets declined by \$3.5bn to \$13.1bn last month compared with July, according to the latest monthly international borrowing figures released by the Organisation for Economic Co-operation and Development (OECD) yesterday.

INTERNATIONAL FINANCIAL MARKETS TRADING LIMITED
The offices of IFM Trading are now located at:
1 St Michael's Alley Cornhill London EC3V 3NU Telephone: 01-621 0788

NEW YORK DOW JONES
Table showing Dow Jones index values for various dates in 1984, including columns for Date, High, Low, and Close.

INDICES
Table showing various international indices and their values, including columns for Index Name, Value, and Date.

Teollisuuden Voima Oy (TVO Power Company)
U.S.\$100,000,000 Floating Rate Notes due 2004
Notice is hereby given that the Rate of Interest for the final Interest Sub-period of the Interest Period ending on 5th October, 1984 has been fixed at 12 1/2% per annum.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
\$250,000,000 U.S. Dollar Floating Rate Notes Due February 1994
For the interest period 31st August, 1984 to 30th November, 1984 the Notes will carry an interest rate of 11.24% per annum with a coupon amount of \$284.12 per \$10,000 Note, payable on 30th November, 1984.

NEW YORK ACTIVE STOCKS
Table showing active stock prices and changes in New York, including columns for Stock Name, Price, and Change.

WORLD CAPITAL INTL. (1/78)
Table showing world capital international indices and values, including columns for Index Name, Value, and Date.